

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 18 OCTOBER 1967  
Issue IV

PENALTIES FOR LOWER CONDITIONS  
(Applies both Orgs and Sen Org)

- LIABILITY — Suspension of Pay and a dirty grey rag on left arm and day and night confinement to org premises.
- TREASON — Suspension of pay and deprivation of all uniforms and insignia, a black mark on left cheek and confinement on org premises or dismissal from post and debarment from premises.
- DOUBT • Debarment from premises. Not to be employed. Payment of fine amounting to any sum may have cost org. Not to be trained or processed. Not to be communicated or argued with.
- ENEMY — SP Order. Fair game. May be deprived of property or injured by any means by any Scientologist without any discipline of the Scientologist. May be tricked, sued or lied to or destroyed.

LRH:jp  
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L. RON HUBBARD  
Founder

EXHIBIT  
4

*Merry Christmas A.D. 36*  
*from*

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RELIGIOUS TECHNOLOGY CENTER

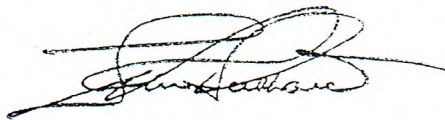
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Policy *works*. Just like tech. If you apply policy it works and things go well.  
When you don't, like a case "Audited" on out tech things go wrong.

Policy came from years and years and years of experience. It's the know how  
of handling orgs and groups.

When it isn't used things aren't handled.

A fundamental step would be all staff having each a copy of Vol 0,  
Basic Staff Hat of the OEC books.



L. RON HUBBARD, *Founder*  
HCO PL 3 September 1980, ISSUE II "ON POLICY"





## *YOUR POST*

*A post in a Scientology Organization isn't a job.  
It's a trust and a crusade.*

*We're free men and women—probably the last free  
men and women on Earth. Remember, we'll have to  
come back to Earth some day no matter what  
“happens” to us.*

*If we don't do a good job now we may never get  
another chance.*

*Yes, I'm sure that's the way it is.*

*So we have an organization, we have a field we must  
support, we have a chance.*

*That's more than we had last time night's curtain  
began to fall on freedom.*

*So we're using that chance.*

*An organization such as ours is our best chance to get  
the most done. So we're doing it!*

*L. RON HUBBARD*

*HCO PL 22 Oct. 62*

*The*  
**Organization Executive  
Course**

AN ENCYCLOPEDIA OF *SCIENTOLOGY*® POLICY

*by*

**L. Ron Hubbard**

**BASIC  
STAFF  
VOLUME  
0**



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Editorial assistance provided by

Denise Delderfield, Natalie Fisher, Gary Miller, Jed Wolfe,  
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## IMPORTANT NOTE

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example: "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule*, which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.



That is why we have our technical and administrative dictionaries.\* It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionaries alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

**L. Ron Hubbard**

\*These dictionaries are *Dianetics and Scientology Technical Dictionary* and *Modern Management Technology Defined*. The second one is an essential companion to all the books of the Organization Executive Course.

## *An org is built of people.*

*People as individuals have to be hatted and have a purpose for their post which they can perform and on which they can produce something that is necessary to group survival.*

*We live in a cynical and violent age, yet an org must be friendly above all else. It must care for its public in a friendly, interested way and do all possible to help them. It must also care for its staff members and care about what happens to them and how they feel, and help them on their posts and in their lives.*

*An org is actually a religious cooperative. Its staff makes what they actually produce.*

*Staff pay is conditional upon the way a whole staff enforces HCO PL policy. It is true, proven time after time after time that the only rich orgs and prosperous staffs worked strictly by HCO PLs for org form and lines under execs who were insistent upon purity of org form and lines and held the form of the org and hatted staff accordingly.*

*There is safeguard and decency in policy.*

*Standard tech is what an org is supposed to deliver, and if its staff is not insistent on standard tech, straight by the book, it can cease to be a bright and sparkling place.*

*You are creating an island of friendliness, decency and succor in the sea of a violent world. You do it by using the policy and tech that it took half a century to find and develop.*

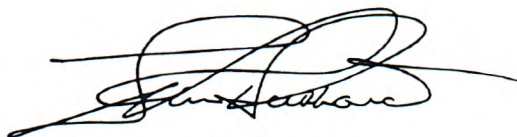
*Sometimes it is tough going—it is a tough world.*

*But that is what makes our orgs so valuable! And that is why above all else we must create these org islands. Sometime in the future, the islands will become the sea. And it will happen because you took this advice, these PLs and this tech and used them purely and as they were intended—to succor Man from the gathering darkness and decay of this Earth's civilization.*

*Others talk about a better world.*

*We are making one. And what I have just told you is the winning way to do it.*

*So don't regard it lightly. We're the only chance Man has. Don't forget it.*





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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1965

REISSUED 27 AUGUST 1980

CORRECTED AND REISSUED 12 OCTOBER 1985

Remimeo  
Sthil Students  
Assn/Org Sec  
Hat

HCO Sec Hat  
Case Sup Hat  
Ds of P Hat  
Ds of T Hat  
Staff Member  
Hat

Franchise  
(Issued May 1965)

(Reissued as the first issue in the  
Keeping Scientology Working Series)

(Corrections in this type style)

*Keeping Scientology Working Series 1*

*Note:* Neglect of this Pol Ltr has caused great hardship on staffs, has cost countless millions and made it necessary in 1970 to engage in an all-out, international effort to restore basic Scientology over the world. Within 5 years after the issue of this PL, with me off the lines, violation had almost destroyed orgs. "Quickie grades" entered in and denied gain to tens of thousands of cases. Therefore actions which neglect or violate this policy letter are HIGH CRIMES resulting in Comm Evs on ADMINISTRATORS and EXECUTIVES. It is not "entirely a tech matter," as its neglect destroys orgs and caused a 2-year slump. IT IS THE BUSINESS OF EVERY STAFF MEMBER to enforce it.

SPECIAL MESSAGE

THE FOLLOWING POLICY LETTER MEANS WHAT IT SAYS.

IT WAS TRUE IN 1965 WHEN I WROTE IT. IT WAS TRUE IN 1970 WHEN I HAD IT REISSUED. I AM REISSUING IT NOW, IN 1980, TO AVOID AGAIN SLIPPING BACK INTO A PERIOD OF OMITTED AND QUICKIED FUNDAMENTAL GRADE CHART ACTIONS ON CASES, THEREBY DENYING GAINS AND THREATENING THE VIABILITY OF SCIENTOLOGY AND OF ORGS. SCIENTOLOGY WILL KEEP WORKING ONLY AS LONG AS *YOU* DO YOUR PART TO KEEP IT WORKING BY APPLYING THIS POLICY LETTER.

WHAT I SAY IN THESE PAGES HAS ALWAYS BEEN TRUE, IT HOLDS TRUE TODAY, IT WILL STILL HOLD TRUE IN THE YEAR 2000 AND IT WILL CONTINUE TO HOLD TRUE FROM THERE ON OUT.

NO MATTER WHERE YOU ARE IN SCIENTOLOGY, ON STAFF OR NOT, THIS POLICY LETTER HAS SOMETHING TO DO WITH YOU.

ALL LEVELS

KEEPING SCIENTOLOGY WORKING

HCO Sec or Communicator hat check  
on all personnel and *all* new personnel  
as taken on.

We have some time since passed the point of achieving uniformly workable technology.

The only thing now is getting the technology applied.

If you can't get the technology applied, then you can't deliver what's promised. It's



as simple as that. If you can get the technology applied, you *can* deliver what's promised.

The only thing you can be upbraided for by students or pcs is "no results." Trouble spots occur only where there are "no results." Attacks from governments or monopolies occur only where there are "no results" or "bad results."

Therefore the road before Scientology is clear and its ultimate success is assured *if* the technology is applied.

So it is the task of the Assn or Org Sec, the HCO Sec, the Case Supervisor, the D of P, the D of T and all staff members to get the correct technology applied.

Getting the correct technology applied consists of

- One: Having the correct technology.
- Two: Knowing the technology.
- Three: Knowing it is correct.
- Four: Teaching correctly the correct technology.
- Five: Applying the technology.
- Six: Seeing that the technology is correctly applied.
- Seven: Hammering out of existence incorrect technology.
- Eight: Knocking out incorrect applications.
- Nine: Closing the door on any possibility of incorrect technology.
- Ten: Closing the door on incorrect application.

One above has been done.

Two has been achieved by many.

Three is achieved by the individual applying the correct technology in a proper manner and observing that it works that way.

Four is being done daily successfully in most parts of the world.

Five is consistently accomplished daily.

Six is achieved by Instructors and Supervisors consistently.

Seven is done by a few but is a weak point.

Eight is not worked on hard enough.

Nine is impeded by the "reasonable" attitude of the not-quite-bright.

Ten is seldom done with enough ferocity.

Seven, Eight, Nine and Ten are the only places Scientology can bog down in any area.

The reasons for this are not hard to find. (a) A weak certainty that it works in Three above can lead to weakness in Seven, Eight, Nine and Ten. (b) Further, the not-too-bright have a bad point on the button Self-Importance. (c) The lower the IQ,



the more the individual is shut off from the fruits of observation. (d) The service fads of people make them defend themselves against anything they confront, good or bad, and seek to make it wrong. (e) The bank seeks to knock out the good and perpetuate the bad.

Thus, we as Scientologists and as an organization must be very alert to Seven, Eight, Nine and Ten.

In all the years I have been engaged in research I have kept my comm lines wide open for research data. I once had the idea that a group could evolve truth. A third of a century has thoroughly disabused me of that idea. Willing as I was to accept suggestions and data, only a handful of suggestions (less than twenty) had long-run value and *none* were major or basic; and when I did accept major or basic suggestions and used them, we went astray and I repented and eventually had to "eat crow."

On the other hand there have been thousands and thousands of suggestions and writings which, if accepted and acted upon, would have resulted in the complete destruction of all our work as well as the sanity of pcs. So I know what a group of people will do and how insane they will go in accepting unworkable "technology." By actual record the percentages are about twenty to 100,000 that a group of human beings will dream up bad technology to destroy good technology. As we could have gotten along without suggestions, then, we had better steel ourselves to continue to do so now that we have made it. This point will, of course, be attacked as "unpopular," "egotistical" and "undemocratic." It very well may be. But it is also a survival point. And I don't see that popular measures, self-abnegation and democracy have done anything for Man but push him further into the mud. Currently, popularity endorses degraded novels, self-abnegation has filled the Southeast Asian jungles with stone idols and corpses, and democracy has given us inflation and income tax.

Our technology has not been discovered by a group. True, if the group had not supported me in many ways, I could not have discovered it either. But it remains that if in its formative stages it was not discovered by a group, then group efforts, one can safely assume, will not add to it or successfully alter it in the future. I can only say this now that it is done. There remains, of course, group tabulation or coordination of what has been done, which will be valuable—only so long as it does not seek to alter basic principles and successful applications.

The contributions that were worthwhile in this period of forming the technology were help in the form of friendship, of defense, of organization, of dissemination, of application, of advices on results and of finance. These were great contributions and were, and are, appreciated. Many thousands contributed in this way and made us what we are. Discovery contribution was not however part of the broad picture.

We will not speculate here on why this was so or how I came to rise above the bank. We are dealing only in facts and the above is a fact—the group left to its own devices would not have evolved Scientology but with wild *dramatizations* of the bank called "new ideas" would have wiped it out. Supporting this is the fact that Man has never before evolved workable mental technology and emphasizing it is the vicious technology he *did* evolve—psychiatry, psychology, surgery, shock treatment, whips, duress, punishment, etc., ad infinitum.

So realize that we have climbed out of the mud by whatever good luck and good sense, and *refuse* to sink back into it again. See that Seven, Eight, Nine and Ten above are ruthlessly followed and we will never be stopped. Relax them, get reasonable about it and we will perish.

So far, while keeping myself in complete communication with all suggestions, I have not failed on Seven, Eight, Nine and Ten in areas I could supervise closely. But it's not good enough for just myself and a few others to work at this.

Whenever this control as per Seven, Eight, Nine and Ten has been relaxed, the whole organizational area has failed. Witness Elizabeth, N.J.; Wichita; the early



organizations and groups. They crashed only because I no longer did Seven, Eight, Nine and Ten. Then, when they were all messed up, you saw the obvious "reasons" for failure. But ahead of that they ceased to deliver and *that* involved them in other reasons.

The common denominator of a group is the reactive bank. Thetans without banks have different responses. They only have their banks in common. They agree then only on bank principles. Person to person the bank is identical. So constructive ideas are *individual* and seldom get broad agreement in a human group. An individual must rise *above* an avid craving for agreement from a humanoid group to get anything decent done. The bank-agreement has been what has made Earth a Hell—and if you were looking for Hell and found Earth, it would certainly serve. War, famine, agony and disease has been the lot of Man. Right now the great governments of Earth have developed the means of frying every Man, Woman and Child on the planet. That is bank. That is the result of Collective-thought Agreement. The decent, pleasant things on this planet come from *individual* actions and ideas that have somehow gotten by the Group Idea. For that matter, look how we ourselves are attacked by "public opinion" media. Yet there is no more ethical group on this planet than ourselves.

Thus each one of us can rise above the domination of the bank and then, as a group of freed beings, achieve freedom and reason. It is only the aberrated group, the mob, that is destructive.

When you don't do Seven, Eight, Nine and Ten actively, you are working for the bank-dominated mob. For it will surely, surely (a) introduce incorrect technology and swear by it, (b) apply technology as incorrectly as possible, (c) open the door to any destructive idea, and (d) encourage incorrect application.

It's the bank that says the group is all and the individual nothing. It's the bank that says we must fail.

So just don't play that game. Do Seven, Eight, Nine and Ten and you will knock out of your road all the future thorns.

Here's an actual example in which a senior executive had to interfere because of a pc spin: A Case Supervisor told Instructor A to have Auditor B run Process X on Preclear C. Auditor B afterwards told Instructor A that "It didn't work." Instructor A was weak on Three above and didn't really believe in Seven, Eight, Nine and Ten. So Instructor A told the Case Supervisor, "Process X didn't work on Preclear C." Now *this* strikes directly at each of One to Six above in Preclear C, Auditor B, Instructor A *and* the Case Supervisor. It opens the door to the introduction of "new technology" and to failure.

What happened here? Instructor A didn't jump down Auditor B's throat, that's all that happened. This is what he *should* have done: Grabbed the Auditor's Report and looked it over. When a higher executive on this case did so, she found what the Case Supervisor and the rest missed: that Process X *increased* Preclear C's TA to 25 TA divisions for the session but that near session end Auditor B Q'd and A'd with a cognition and abandoned Process X while it still gave high TA and went off running one of Auditor B's own manufacture, which nearly spun Preclear C. Auditor B's IQ on examination turned out to be about 75. Instructor A was found to have huge ideas of how you must never invalidate anyone, even a lunatic. The Case Supervisor was found to be "too busy with admin to have any time for actual cases."

All right, there's an all-too-typical example. The *Instructor* should have done Seven, Eight, Nine and Ten. This would have begun this way. Auditor B: "That Process X didn't work." Instructor A: "What exactly did *you* do wrong?" Instant attack. "Where's your Auditor's Report for the session? Good. Look here, you were getting a lot of TA when you stopped Process X. What did you do?" Then the pc wouldn't have come close to a spin and all four of these would have retained *their* certainty.

In a year, I had four instances in *one* small group where the correct process



recommended was reported not to have worked. But on review found that each one had (a) increased the TA, (b) had been abandoned, and (c) had been falsely reported as unworkable. Also, despite this abuse, in each of these four cases the recommended, correct process cracked the case. Yet they were reported as *not having worked!*

Similar examples exist in instruction and these are all the more deadly as every time instruction in correct technology is flubbed, then the resulting error, uncorrected in the auditor, is perpetuated on every pc that auditor audits thereafter. So Seven, Eight, Nine and Ten are even more important in a course than in supervision of cases.

Here's an example: A rave recommendation is given a graduating student "because he gets more TA on pcs than any other student on the course!" Figures of 435 TA divisions a session are reported. "Of course his Model Session is poor but it's just a knack he has" is also included in the recommendation. A careful review is undertaken because *nobody* at Levels O to IV is going to get that much TA on pcs. It is found that this student was never taught to read an E-Meter TA dial! And no Instructor observed his handling of a meter and it was not discovered that he "overcompensated" nervously, swinging the TA 2 or 3 divisions beyond where it needed to go to place the needle at "set." So everyone was about to throw away standard processes and Model Session because this one student "got such remarkable TA." They only read the reports and listened to the brags and never *looked* at this student. The pcs in actual fact were making slightly less than average gain, impeded by a rough Model Session and misworded processes. Thus, what was making the pcs win (actual Scientology) was hidden under a lot of departures and errors.

I recall one student who was squirreling on an Academy course and running a lot of offbeat whole track on other students after course hours. The Academy students were in a state of electrification on all these new experiences and weren't quickly brought under control, and the student himself never was given the works on Seven, Eight, Nine and Ten so they stuck. Subsequently, this student prevented another squirrel from being straightened out and his wife died of cancer resulting from physical abuse. A hard, tough instructor at that moment could have salvaged two squirrels and saved the life of a girl. But no, students had a right to do whatever they pleased.

Squirreling (going off into weird practices or altering Scientology) only comes about from noncomprehension. Usually the noncomprehension is not of Scientology but some earlier contact with an offbeat humanoid practice which in its turn was not understood.

When people can't get results from *what they think* is standard practice, they can be counted upon to squirrel to some degree. The most trouble in the past two years came from orgs where an executive in each *could not* assimilate straight Scientology. Under instruction in Scientology, they were unable to define terms or demonstrate examples of principles. And the orgs where they were got into plenty of trouble. And worse, it could not be straightened out easily because neither one of these people could or would duplicate instructions. Hence, a debacle resulted in two places, directly traced to failures of instruction earlier. So proper instruction is vital. The D of T and his Instructors and all Scientology Instructors must be merciless in getting Four, Seven, Eight, Nine and Ten into effective action. That one student, dumb and impossible though he may seem and of no use to anyone, may yet someday be the cause of untold upset because nobody was interested enough to make *sure* Scientology got home to him.

With what we know now, there is no student we enroll who cannot be properly trained. As an Instructor, one should be very alert to slow progress and should turn the sluggards inside out personally. No *system* will do it, only you or me with our sleeves rolled up can crack the back of bad studenting and we can only do it on an individual student, never on a whole class only. He's slow = something is awful wrong. Take *fast* action to correct it. Don't wait until next week. By then he's got other messes stuck to him. If you can't graduate them with their good sense appealed to and wisdom shining, graduate them in such a state of shock they'll have nightmares if they contemplate squirreling. Then experience will gradually bring about Three in them and they'll *know*



better than to chase butterflies when they should be auditing.

When somebody enrolls, consider he or she has joined up for the duration of the universe—never permit an “open-minded” approach. If they’re going to quit let them quit fast. If they enrolled, they’re aboard; and if they’re aboard, they’re here on the same terms as the rest of us—win or die in the attempt. Never let them be half-minded about being Scientologists. The finest organizations in history have been tough, dedicated organizations. Not one namby-pamby bunch of panty-waist dilettantes have ever made anything. It’s a tough universe. The social veneer makes it seem mild. But only the tigers survive—and even *they* have a hard time. We’ll survive because we are tough and are dedicated. When we *do* instruct somebody properly, he becomes more and more tiger. When we instruct half-mindedly and are afraid to offend, scared to enforce, we don’t make students into good Scientologists and that lets everybody down. When Mrs. Pattycake comes to us to be taught, turn that wandering doubt in her eye into a fixed, dedicated glare and she’ll win and we’ll all win. Humor her and we all die a little. The proper instruction attitude is “You’re here so you’re a Scientologist. Now we’re going to make you into an expert auditor no matter what happens. We’d rather have you dead than incapable.”

Fit that into the economics of the situation and lack of adequate time and you see the cross we have to bear.

But we won’t have to bear it forever. The bigger we get, the more economics and time we will have to do our job. And the only things which can prevent us from getting that big fast are areas in from One to Ten. Keep those in mind and we’ll be able to grow. Fast. And as we grow, our shackles will be less and less. Failing to keep One to Ten will make *us* grow less.

So the ogre which might eat us up is not the government or the High Priests. It’s our possible failure to retain and practice our technology.

An Instructor or Supervisor or Executive *must* challenge with ferocity instances of “unworkability.” They must uncover what *did* happen, what *was* run and what *was* done or not done.

If you have One and Two, you can only acquire Three for all by making sure of all the rest.

We’re not playing some minor game in Scientology. It isn’t cute or something to do for lack of something better.

The whole agonized future of this planet, every Man, Woman and Child on it, and your own destiny for the next endless trillions of years depend on what you do here and now with and in Scientology.

This is a deadly serious activity. And if we miss getting out of the trap now, we may never again have another chance.

Remember, this is our first chance to do so in all the endless trillions of years of the past. Don’t muff it now because it seems unpleasant or unsocial to do Seven, Eight, Nine and Ten.

Do them and we’ll win.

L. RON HUBBARD  
Founder

Adopted as official  
Church policy by  
CHURCH OF SCIENTOLOGY  
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HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 12 FEBRUARY 1967

Org Exec  
Course

*Admin Know-How Series 13*

THE RESPONSIBILITIES OF LEADERS

A few comments on POWER, being or working close to or under a power, which is to say a leader or one who exerts wide primary influence on the affairs of men.

I have written it this way, using two actual people to give an example of magnitude enough to interest and to furnish some pleasant reading. And I used a military sphere so it could be seen clearly without restimulation of admin problems.

The book referenced is a fantastically able book by the way.

THE MISTAKES OF SIMON BOLIVAR  
AND MANUELA SAENZ

Reference: The book entitled

*The Four Seasons of Manuela* by  
Victor W. von Hagen, a biography.

A Mayflower Dell Paperback. Oct. 1966. 6 shillings

Simon Bolivar was the liberator of South America from the yoke of Spain.

Manuela Saenz was the liberatress and consort.

Their acts and fates are well recorded in this moving biography.

But aside from any purely dramatic value, the book lays bare and motivates various actions of great interest to those who lead, who support or are near leaders.

Simon Bolivar was a very strong character. He was one of the richest men in South America. He had real personal ability given to only a handful on the planet. He was a military commander without peer in history. Why he would fail and die an exile to be later deified is thus of great interest. What mistakes did he make?

Manuela Saenz was a brilliant, beautiful and able woman. She was loyal, devoted, quite comparable to Bolivar, far above the cut of average humanoids. Why then did she live a vilified outcast, receive such violent social rejection and die of poverty and remain unknown to history? What mistakes did she make?

BOLIVAR'S ERRORS

The freeing of things is the reverse unstated dramatization (the opposite side of the coin) to the slavery enjoined by the mechanisms of the mind.

Unless there is something to free men *into*, the act of freeing is simply a protest of slavery. And as no humanoid *is* free while aberrated in the body cycle, it is of course a gesture to free him politically as it frees him only into the anarchy of dramatizing his aberrations with NO control whatever and without something to fight exterior; and with no exteriorization of his interest, he simply goes mad noisily or quietly.



Once as great a wrong as depraving beings has been done, there is, of course, no freedom short of freeing one from the depravity itself or *at least* from its most obvious influences in the society. In short, one would have to de-aberrate a man before his whole social structure could be de-aberrated.

If one lacked the whole ability to free Man wholly from his reactive patterns, then one could free Man from their restimulators in the society at least. If one had the whole of the data (but lacked the Scientology tech), one would simply use reactive patterns to blow the old society apart and then pick up the pieces neatly in a new pattern. If one had no inkling of how reactive one can get (and Bolivar, of course, had no knowledge whatever in that field), there yet remained a workable formula used "instinctively" by most successful, practical political leaders:

If you free a society from those things you see wrong with it and use force to demand it do what is right, and if you carry forward with decision and thoroughness, and without continual temporizing, you can, in the applications of your charm and gifts, bring about a great political reform or improve a failing country.

So Bolivar's first error, most consistent it was, too, was contained in the vital words "you see" in the above paragraph. He didn't look and he didn't even listen to sound intelligence reports. He was so *sure* he could *glow* things right or fight things right or charm things right that he never looked for anything wrong to correct until it was too late. This is the ne-plus-ultra of personal confidence, amounting to supreme vanity. "When he appeared it would all come right" was not only his belief but his basic philosophy. So the first time it didn't work, he collapsed. All his skills and charm were channeled into this one test. Only that could he observe.

Not to compare with Bolivar but to show my understanding of this:

I once had a similar one. "I would keep going as long as I could and when I was stopped I would then die." This was a solution mild enough to state and really hard to understand until you had an inkling of what I meant by keeping going. Meteors keep going—very, very fast. And so did I. Then one day ages back, I finally *was* stopped after countless little stoppings by social contacts and family to prepare me culminating in a navy more devoted to braid than dead enemies and literally I quit. For a while I couldn't get a clue of what was wrong with me. Life went completely unlivable until I found a *new* solution. So I know the frailty of these single solutions. Not to compare myself but just to show it happens to us all, not just Bolivars.

Bolivar had no personal insight at all. He could only "outsight" and even then he did not look or listen. He *glowed* things right. Pitifully, it was his undoing that he could. Until he no longer could. When he couldn't glow he roared, and when he couldn't roar he fought a battle. Then civic enemies were not military enemies so he had no solution left at all.

It *never* occurred to him to do more than personally *magnetize* things into being right and victorious.

His downfall was that he made far too heavy use of a skill simply because it was easy. He was too good at this one thing. So he never looked to any other skill and he never even dreamed there was any other way.

He had no view of any situation and no idea of the organizational or preparatory steps necessary to political and personal victory. He only knew military organization which is where his organizational insight ceased.

He was taught on the high wine of French revolt, notorious in its organizational inability to form cultures, and that fatally by a childhood teacher who was intensely impractical in his own private life (Simon Rodriguez, an unfrocked priest turned tutor).

Bolivar had no personal financial skill. He started wealthy and wound up a pauper, a statistic descending from one of the if not the richest man in South America



down to a borrowed nightshirt to be buried in as an exile. And *this* while the property of Royalists was wide open, the greatest land and mine valuables of South America wide open to his hand and that's not believable! But true. He never collected his own debt of loans to governments even when the head of those governments.

So it is no wonder we find two more very real errors leading to his downfall: He did not get his troops or officers *rewarded* and he did not aim for any solvency of the states he controlled. It was all right if there were long years of battle ahead for them to be unpaid as no real riches were yet won, but not to *reward* them when the whole place was at his disposal! Well!

The limit of his ability consisted of demanding a bit of cash for current pay from churches—which were not actively against him at first but which annoyed them no end—and a few household expenses.

He could have (and should have) set aside all Royalist property and estates for division amongst his officers, their men and his supporters. It had no owners now. And this failure cost the economy of the country the tax loss of all those productive estates (the whole wealth of the land). So it is no wonder his government, its taxable estates now inoperative or at best lorded by a profiteer or looted by Indians, was insolvent. Also, by failing to do such an obvious act, he delivered property into the hands of more provident enemies and left his officers and men penniless to finance any support for their own stability in the new society and so for his own.

As for state finance, the great mines of South America, suddenly ownerless, were overlooked and were then grabbed and worked by foreign adventurers who simply came in and took them without payment.

Spain had run the country on the finance of mine tithes and general taxes. Bolivar not only didn't collect the tithes, he let the land become so worthless as to be untaxable. He should have gotten the estates going by any shifts and should have state operated all Royalist mines once he had them. To not do these things was complete, but typically humanoid, folly.

In doing this property division he should have left it all up to officers' committees operating as courts of claim without staining his own hands in the natural corruption. He was left doubly open as he not only did not attend to it, he also got the name of corruption when anybody did grab something.

He failed as well to recognize the distant widespread nature of his countries despite all his riding and fighting over them and so sought tightly centralized government, not only centralizing states, but also centralizing the various nations into a federal state. And this over a huge landmass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even footbridges repaired after a war of attrition.

A step echelon from a pueblo (village) to a state, from a state to a country and a country to a federal state was only possible (in such huge spaces of country where candidates could never be known personally over any wide area and whose opinions could not even be circulated more than a few miles of burro trail), where only the pueblo was democratic and the rest all appointive from pueblo on up, himself the ratifier of titles if he even needed that. With his own officers and armies controlling the land as owners of all wrested from Royalists and the crown of Spain, he would have had no revolts. There would have been little civil wars of course but a court to settle their final claims could have existed at federal level and kept them traveling so much over those vast distances it would have crippled their enthusiasm for litigation on the one hand and on the other, by dog-eat-dog settlements, would have given him the strongest rulers—if he took neither side.

He did not step out and abdicate a dictatorial position. He mistook military acclaim and ability for the tool of peace. War only brings anarchy, so he had anarchy. Peace is more than a "command for unity," his favorite phrase. A productive peace is



getting men busy and giving them something to make something of that they *want* to make something of and telling them to get on with it.

He never began to recognize a suppressive and never considered anyone needed killing except on a battlefield. There it was glorious. But somebody destroying his very name and soul, and the security of every supporter and friend, the SP Santander, his vice president, who could have been arrested and executed by a corporal's guard on one one-hundredth of available evidence, who could suborn the whole treasury and population against him, without Bolivar, continually warned, loaded with evidence, ever even reprimanding him. And this brought about his loss of popularity and his eventual exile.

He also failed in the same way to protect his military family or Manuela Saenz from other enemies. So he weakened his friends and ignored his enemies just by oversight.

His greatest error lay in that while dismissing Spain he did not dismiss that nation's most powerful minion, the Church, and did not even localize it or reward a South American separate branch to loyalty or do anything at all (except extort money from it) to an organization which continually worked for Spain as only it could work—on every person in the land in a direct anti-Bolivar reign of terror behind the scenes. You either suborn such a group or you take them out when they cease to be universal and become or are an enemy's partner.

As the Church held huge properties and as Bolivar's troops and supporters went *unpaid* even of the penny soldiers' pay, if one was going to overlook the Royalist estates, one could at least have seized the Church property and given it to the soldiers. General Vallejo did this in 1835 in California, a nearly contemporary act, with no catastrophe from Rome. Or the penniless countries could have taken them over. You don't leave an enemy financed and solvent while you let your friends starve in a game like South American politics. Oh no.

He wasted his enemies. He exported the "godos" or defeated Royalist soldiers. They mostly had no homes but South America. He issued no amnesties they could count on. They were shipped off or left to die in the "ditch"—the best artisans in the country among them.

When one (General Rodil) would not surrender Calloa fortress after Peru was *won*, Bolivar, after great gestures of amnesty, failed to obtain surrender and then fought the fort. Four thousand political refugees and four thousand Royalist troops died over many months in full sight of Lima—fought heavily by Bolivar only because the *fort* was fighting. But Bolivar had to straighten up Peru urgently, not fight a defeated enemy. The right answer to such a foolish commander as Rodil, as Bolivar did have the troops to do it, was to cover the roads with cannon enfilade potential to discourage any sortie from the fort, put a larger number of his own troops in a distant position of offense but ease and comfort and say, "We're not going to fight. The war's over, silly man. Look at the silly fellows in there, living on rats when they can just walk out and sleep home nights or go to Spain or enlist with me or just go camping," and let anybody walk in and out who pleased, making the fort Commander (Rodil) the prey of every pleading wife and mother without and would-be deserter or mutineer within until he did indeed sheepishly give up the pretense—a man cannot fight alone. But battle was glory to Bolivar. And he became intensely disliked because the incessant cannonade, which got nowhere, was annoying.

Honors meant a great deal to Bolivar. To be liked was his life. And it probably meant more to him than to see things really right. He never compromised his principles but he lived on admiration, a rather sickening diet since it demands in turn continuous "theater." One is what one is, not what one is admired or hated for. To judge oneself by one's successes is simply to observe that one's postulates worked and breeds confidence in one's ability. To have to be *told* it worked only criticizes one's own eyesight and hands a spear to the enemy to make his wound of vanity at his will. Applause is nice. It's great to be thanked and admired. But to work only for that? And his craving for that, his addiction to the most unstable drug in history—fame—killed Bolivar. That



self-offered spear. He told the world continually how to kill him—reduce its esteem. So as money and land can buy any quantity of cabals, he could be killed by curdling the esteem, the easiest thing you can get a mob to do.

He had all the power. He did not use it for good or evil. One cannot hold power and not use it. It violates the Power Formula. For it then prevents *others* from doing things if *they* had some of the power, so they then see as their only solution the destruction of the holder of the power as he, not using power or delegating it, is the unwitting block to all their plans. So even many of his friends and armies finally agreed he had to go. They were not able men. They were in a mess. But bad or good, they had to do *something*. Things were desperate, broken-down and starving after fourteen years of civil war. Therefore they either had to have *some* of that absolute power or else nothing could be done at all. They were not great minds. He did not need any “great minds,” he thought, even though he invited them verbally. He saw their petty, often murderous solutions and he rebuked them. And so held the power and didn’t use it.

He could not stand another *personality* threat.

The trouble in Peru came when he bested its real conqueror (from the Argentine), La Mar, in a petty triumph over adding Guayaquil to Colombia. Bolivar wished to look triumphant again and didn’t notice it really cost him the support and Peru the support of La Mar—who understandably resigned and went home, leaving Bolivar *Peru to conquer*. Unfortunately, it had already been in his hands. La Mar needed some troops to clean up a small Royalist army—that was all. La Mar didn’t need Peru’s loss of Guayaquil—which never did anybody any real good anyway!

Bolivar would become inactive when faced with two areas’ worth of problems—he did not know which way to go. So he did nothing.

Brave beyond any general in history on the battlefield, the Andes or in torrential rivers, he did not really have the bravery needed to trust inferior minds and stand by their often shocking blunders. He feared their blunders. So he did not dare unleash his many willing hounds.

He could lead men, make men feel wonderful, make men fight and lay down their lives after hardships no army elsewhere in the world has ever faced before or since. But he could not *use* men even when they were begging to be used.

It is a frightening level of bravery to use men you know can be cruel, vicious, and incompetent. He had no fear of their turning on him ever. When they finally did, only then he was shocked. But he protected “the people” from authority given to questionably competent men. So he really never used but three or four generals of mild disposition and enormously outstanding ability. And to the rest he denied power. Very thoughtful of the nebulous “people” but very bad indeed for the general good. And it really caused his death.

No. Bolivar was theater. It was all theater. One cannot make such errors and still pretend that one thinks of life as life, red-blooded and factual. Real men and real life are full of dangerous, violent, live situations; and wounds *hurt* and starvation is desperation itself, especially when you see it in one you love.

This mighty actor, backed up with fantastic personal potential, made the mistake of thinking the theme of liberty and his own great role upon the stage was enough to interest all the working, suffering hours of men, buy their bread, pay their whores, shoot their wives’ lovers and bind their wounds or even put enough drama into very hard-pressed lives to make them want to live it.

No, Bolivar was unfortunately the only actor on the stage and no other man in the world was real to him.

And so he died. They loved him. But they were also on the stage too, where they were dying in his script or Rousseau’s script for liberty but no script for living their very real lives.



He was the greatest military general in any history measured against his obstacles, the people and the land across which he fought.

And he was a complete failure to himself and his friends.

While being one of the greatest *men* alive at that. So we see how truly shabby others in leaders' boots amongst men must be.

### MANUELA SAENZ

The tragedy of Manuela Saenz as Bolivar's mistress was that she was never *used*, never really had a share and was neither protected nor honored by Bolivar.

Here was a clever, spectacular woman of fantastic fidelity and skill, with an enormous "flair," capable of giving great satisfaction and service. And only her satisfaction ability was taken and that not consistently nor even honestly.

In the first place, Bolivar never married her. He never married anybody. This opened up a fantastic breach in any defense she could ever make against hers or his enemies who were legion. So her first mistake was in not in some way contriving a marriage.

That she had an estranged husband she had been more or less sold to was permitted by her to wreck her life obliquely.

She was too selfless to be real in all her very able plotting.

For this marriage problem she could have engineered any number of actions.

She had the solid friendship of all his trusted advisers, even his old tutor. Yet she arranged nothing for herself.

She was utterly devoted, completely brilliant and utterly incapable of really bringing off an action of any final kind.

She violated the Power Formula in not realizing that she had power.

Manuela was up against a hard man to handle. But she did not know enough to make her own court effective. She organized one. She did not know what to do with it.

Her most fatal mistake was in not bringing down Santander, Bolivar's chief enemy. That cost her everything she had before the end and after Bolivar died. She knew for *years* Santander had to be killed. She said it or wrote it every few days. Yet never did she promise some young officer a nice night or a handful of gold to do it in a day when *dueling was in fashion*. It's like standing around discussing how the plainly visible wolf in the garden that's eating the chickens must be shot, even holding a gun, and never even lifting it while all one's chickens vanish for years.

In a land overridden with priests she never got herself a tame priest to bring about her ends.

She was a fantastic intelligence officer. But she fed her data to a man who could not act to protect himself or friends, who could only fight armies dramatically.

She did not see this and also quietly take on the portfolio of secret police chief. Her mistake was waiting to be asked—to be asked to come to him, to act. She voluntarily was his best political intelligence agent. Therefore she should have also assumed further roles.

She guarded his correspondence, was intimate with his secretaries. And yet she never collected or forged or stole any document to bring down enemies, either through



representations to Bolivar or a court circle of her own. And in an area with that low an ethic, that's fatal.

She openly pamphleteered and fought violently as in a battle against her rabble.

She had a great deal of money at her disposal. In a land of for-sale Indians, she never used a penny to buy a quick knife or even a solid piece of evidence.

When merely opening her lips she could have had any sequestered Royalist estate, she went to litigation for a legitimate legacy never won and another won but never paid.

They lived on the edge of quicksand. She never bought a plank or a rope.

Carried away by the glory of it all, devoted completely, potentially able and a formidable enemy, she did not *act*.

She waited to be told to come to him even when he lay dying and exiled.

His command over her who never obeyed any other was too absolute for his own or her survival.

Her assigned mistakes (pointed out at the time as her caprice and playacting) were not her errors. They only made her interesting. They were far from fatal.

She was not ruthless enough to make up for his lack of ruthlessness and not provident enough to make up for his lack of providence.

The ways open to her for finance, for action, were completely doorless. The avenue stretched out to the horizon.

She fought bravely but she just didn't take action.

She was an actress for the theater alone.

And she died of it. And she let Bolivar die because of it.

Never once did Manuela look about and say, "See here, things mustn't go this wrong. My lover holds half a continent and even I hold the loyalty of battalions. Yet that woman threw a fish!"

Never did Manuela tell Bolivar's doctor, a rumored lover, "Tell that man he will not live without my becoming a constant part of his entourage, and tell him until he believes it or we'll have a new physician around here."

The world was open. Where Theodora, the wife of Emperor Justinian I of Constantinople, a mere circus girl and a whore, ruled harder than her husband but for her husband behind his back—and made him marry her as well—Manuela never had any bushel basket of gold brought in to give Bolivar for his unpaid troops with a "Just found it, dear" to his "Where on Earth . . . ?" after the Royalist captives had been carefully ransomed for jail escapes by her enterprising own entourage and officer friends. She never handed over any daughter of a family clamoring against her to Negro troops and then said, "Which oververbal family is next?"

She even held a colonel's rank but only used it because she wore man's clothing afternoons. It was a brutal, violent, ruthless land, not a game of musical chairs.

And so Manuela, penniless, improvident, died badly and in poverty, exiled by enemies and deserted by her friends.

But why not deserted by her friends? They had all been poverty-stricken to a point quite incapable of helping her even though they wanted to—for she once had the power



to make them solvent. And didn't use it. They were in poverty before they won but they did eventually control the land. After that why make it a bad habit?

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And so we see two pathetic, truly dear, but tinsel figures, both on a stage, both *far* removed from the reality of it all.

And one can say, "But if they had not been such idealists they never would have fought so hard and freed half a continent," or "If she had stooped to such intrigue or he had been known for violent political actions they would never have had the strength and never would have been loved."

All very idealistic itself. They died "in the ditch" unloved, hated and despised, two decent brave people, almost too good for this world.

A true hero, a true heroine. But on a stage and not in life. Impractical and improvident and with no faintest gift either one to use the power they could assemble.

This story of Bolivar and Manuela is a tragedy of the most piteous kind.

They fought a hidden enemy, the Church; they were killed by their friends.

But don't overlook how impractical it is not to give your friends power enough when you have it to give. You can always give some of it to another if the first one collapses through inability. And one can always be brought down like a hare at a hunt who seeks to use the delegated power to kill you—if you have the other friends.

Life is not a stage for posturing and "Look at me!" "Look at me." "Look at me." If one is to lead a life of command or a life near to command one must handle it as life. Life bleeds. It suffers. It hungers. And it has to have the right to shoot its enemies until such time as comes a golden age.

Aberrated man is not capable of supporting, in his present state, a golden declared age for three minutes, given all the tools and wealth in the world.

If one would live a life of command or one near to a command, one must then accumulate power as fast as possible and delegate it as quickly as feasible and use every humanoid in long reach to the best and beyond his talents if one is to live *at all*.

If one does not choose to live such a life, then go on the stage and be a real actor. Don't kill men while pretending it isn't real. Or one can become a recluse or a student or a clerk. Or study butterflies or take up tennis.

For one is committed to certain irrevocable natural laws the moment one starts out upon a conquest, either as the man in charge or a person near to him or on his staff or in his army. And the foremost law, if one's ambition is to win, is of course to win.

But also to keep on providing things to win and enemies to conquer.

Bolivar let his cycle run to "freedom" and end there. He never had another plan beyond that point. He ran out of territory to free. Then he didn't know what to do with it and didn't know enough, either, to find somewhere else to free. But of course all limited games come to end. And when they do, their players fall over on the field and become rag dolls unless somebody at least tells them the game has ended and they have no more game nor any dressing room or houses but just that field.

And they lie upon the field, not noticing there can be no more game since the other team has fled and after a bit they have to do *something*; and if the leader and his consort are sitting over on the grass being rag dolls too, of course there isn't any game. And so the players start fighting amongst themselves just to have a game. And if the leader then says, "No, no" and his consort doesn't say, "Honey, you better phone



the Baltimore Orioles for Saturday," then of course the poor players, bored stiff, say, "He's out." "She's out." "Now we're going to split the team in half and have a game."

And that's what happened to Bolivar and Manuela. They *had* to be gotten rid of for there was no game and they didn't develop one to play while forbidding the only available game—minor civil wars.

A *whole continent* containing the then major mines of the world, whole populations were left sitting there, "freed." But none owned any of it though the former owners had left. They weren't given it. Nor were they made to manage it. No game.

And if Bolivar had not been smart enough for that, he could at least have said, "Well! You monkeys are going to have quite a time getting the wheels going but that's not my job. You decide on your type of government and what it's to be. Soldiers are my line. Now I'm taking over those old estates of mine and the Royalist ones nearby and the emerald mines just as souvenirs and me and Manuela we're going home." And he should have said that five minutes after the last Royalist army was defeated in Peru.

And his official family with him, and a thousand troops to which he was giving land would have moved right off smartly with him. And the people after a few screams of horror at being deserted would have fallen on each other, sabered a state together here and a town there and gotten busy out of sheer self-protection in a vital new game, "Who's going to be Bolivar now?"

Then when home he should have said, "Say those nice woods look awfully Royalist to me, and also those 1,000,000 hectares of grazing land, Manuela. Its owner once threw a Royalist fish, remember? So that's yours."

And the rest of the country would have done the same and gotten on with the new game of "You was a Royalist."

And Bolivar and Manuela would have had statues built to them by the TON at once as soon as agents could get to Paris with orders from an adoring populace.

"Bolivar, come rule us!" should have gotten an "I don't see any unfree South America. When you see a French or Spanish army coming, come back and tell me."

That would have worked. And this poor couple would have died suitably adored in the sanctity of glory and (perhaps more importantly) in their own beds, not "in a ditch."

And if they had *had* to go on ruling they could have declared a new game of "pay the soldiers and officers with Royalist land." And when that was a gone game, "Oust the Church and give its land to the poor friendly Indians."

You can't stand bowing back of the footlights forever with no show even if you are quite an actor. Somebody else can make better use of any stage than even the hand-somest actor who will not use it.

Man is too aberrated to understand at least seven things about power:

1. Life is lived by lots of people. And if you lead you must either let them get on with it or lead them on with it actively.
2. When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become "getting you."
3. If you have power use it or delegate it or you sure won't have it long.
4. When you have people, use them or they will soon become most unhappy and you won't have them anymore.



5. When you move off a point of power, pay all your obligations on the nail, empower all your friends completely and move off with your pockets full of artillery, potential blackmail on every erstwhile rival, unlimited funds in your private account and the addresses of experienced assassins and go live in Bulgravia and bribe the police. And even then you may not live long if you have retained one scrap of domination in any camp you do not now control or if you even say, "I favor politician Jiggs." Abandoning power *utterly* is dangerous indeed.

But we can't all be leaders or figures strutting in the limelight and so there's more to know about this:

6. When you're close to power, get some delegated to you—enough to do your job and protect yourself and your interests—for you can be shot, fellow, shot, as the position near power is delicious but dangerous, dangerous always, open to the taunts of any enemy of the power who dare not really boot the power but can boot you. So to live at all in the shadow or employ of a power, you must yourself gather and USE enough power to hold your own—without just nattering to the power to "kill Pete," in straightforward or more suppressive veiled ways to him as these wreck the power that supports yours. He doesn't have to know all the bad news and if he's a power really he won't ask all the time, "What are all those dead bodies doing at the door?" And if you are clever, you never let it be thought HE killed them—that weakens you and also hurts the power source. "Well, boss, about all those dead bodies, nobody at all will suppose you did it. *She* over there, those pink legs sticking out, didn't like me." "Well," he'll say if he really is a power, "why are you bothering me with it if it's done and you did it. Where's my blue ink?" Or "Skipper, three shore patrolmen will be along soon with your cook, Dober, and they'll want to tell you he beat up Simson." "Who's Simson?" "He's a clerk in the enemy office downtown." "Good, when they've done it, take Dober down to the dispensary for any treatment he needs. Oh yes. Raise his pay." Or "Sir, could I have the power to sign divisional orders?" "Sure."
7. And lastly and most important, for we all aren't on the stage with our names in lights, always push power in the direction of anyone on whose power you depend. It may be more money for the power, or more ease, or a snarling defense of the power to a critic, or even the dull thud of one of his enemies in the dark, or the glorious blaze of the whole enemy camp as a birthday surprise.

If you work like that and the power you are near or depend upon is a power that has at least some inkling about how to be one, and if you make others work like that, then the power-factor expands and expands and expands and you too acquire a sphere of power bigger than you would have if you worked alone. Real powers are developed by tight conspiracies of this kind pushing someone up in whose leadership they have faith. And if they are right and also manage their man and keep him from collapsing through overwork, bad temper or bad data, a kind of Juggernaut builds up. Don't ever feel weaker because you work for somebody stronger. The only failure lies in taxing or pulling down the strength on which you depend. All failures to remain a power's power are failures to contribute to the strength and longevity of the work, health and power of that power. Devotion requires active contribution outwards from the power as well as in.

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If Bolivar and Manuela had known these things, they would have lived an epic, not a tragedy. They would not have "died in the ditch," he bereft of really earned praise for his real accomplishments even to this day. And Manuela would not be unknown even in the archives of her country as the heroine she was.



Brave, brave figures. But if this can happen to such stellar personalities gifted with ability tenfold over the greatest of other mortals, to people who could take a rabble in a vast impossible land and defeat one of Earth's then foremost powers, with no money or arms, on personality alone, what then must be the ignorance and confusion of human leaders in general, much less little men stumbling through their lives of boredom and suffering?

Let us wise them up, huh? You *can't* live in a world where even the great leaders can't lead.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 7 MARCH 1965R

Gen Non-Remimeo  
Post Org Public  
Boards

Issue III

REVISED 24 OCTOBER 1975

CORRECTED AND REISSUED 1 OCTOBER 1985

(Revision of 24.10.75 added to misdemeanors at bottom of 2nd page)  
(Corrections and revision in this type style)

*HCO (DIVISION 1)*

*JUSTICE*

**OFFENSES AND PENALTIES**

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a code of discipline which we have almost always more or less used, made plain for everyone to see, with limits against overpunishment and recourse for those who are wronged.

Accordingly this code of offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse bring everyone to uncertainty and risk at the whim of those in command.

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There are four general classes of crimes and offenses in Scientology. These are ERRORS, MISDEMEANORS, CRIMES and HIGH CRIMES.

1. ERRORS. Errors are minor unintentional omissions or mistakes. These are auditing "goofs"; minor alter-is of tech or policy; small instructional mistakes; minor errors or omissions in performing duties; and admin errors or omissions not resulting in financial loss or loss of status or repute for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, classifications and awards may not be canceled or suspended or reduced for an error. The offender may not be transferred or demoted or fined or suspended for committing an error. No Committee of Evidence may be convened because of an error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of misdemeanor.

2. MISDEMEANORS. These are  
Noncompliance  
Discourtesy and insubordination



Mistakes resulting in financial or traffic loss

Commissions or omissions resulting in loss of status or the punishment of a senior

*Neglect* or gross errors resulting in the need to apply the Emergency formula to their person, section, unit, department, organization, zone or division

Knowing and repeated departures from standard technology, instructional procedures or policy

Continued association with squirrels

Abuse or loss or damage of org materiel

Waste of org materiel

Waste of funds

Alteration of senior policy or continued ignorance of it

Consistent and repeated failures to wear their hat regarding dev-t

Refusing an E-Meter check

Refusing auditing when ordered by a higher authority

Disturbing a course or class

Disrupting a meeting

The discovery of their having an undisclosed criminal background in this lifetime

The discovery of an undisclosed tenure in a mental hospital

Processing a known trouble source or the family or adherents of a suppressive person or group

Omissions resulting in disrepute or financial loss

Inadequate or declining income or traffic in a section, unit, department, org, zone or division

Assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or division

Failure to acknowledge, relay or comply with a direct and legal order from an executive staff member

Auditor's Code breaks resulting in a disturbance of the preclear

Failure to follow the Instructor's Code resulting in disturbed students

Contributing to a crime

Failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post

Refusing to testify before a Committee of Evidence

Showing contempt or disrespect to a Committee of Evidence when before it

Destroying documents required by a Committee of Evidence or refusing to produce them

Withholding evidence

False swearing on a signed statement or form

Impeding justice

Refusing to serve on a Committee of Evidence

Refusing to vote while a member of a Committee of Evidence

Misconduct

Issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority

*Invoicing and/or depositing checks obtained in confidence*

*Giving org services on the basis of confidence checks received without having had the confidence check made good and correctly invoiced and banked first.*

*Definition of confidence check — a check known by the person accepting it as*



*NOT valid and covered by funds at time of acceptance, but accepted nevertheless on basis of promise by the drawer to make it good at a later date.*

Such offenses are subject to direct punishment by order, and for a staff member the punishment is the assignment of a personal condition of Emergency for up to three weeks and for an executive staff member the assignment of up to a three-month personal condition of Emergency.

Personal conditions of Emergency reduce pay or units one third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a Committee and punishment by direct order—one or the other.

However, if any of these offenses become the subject of a Committee of Evidence, the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be canceled.

Nonstaff or field or franchise Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be reclassified as crimes by a Convening Authority.

3. CRIMES. These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are

Theft

Mayhem

Harmful, flagrant and continued code breaks resulting in important upsets

Noncompliance with urgent and vital orders resulting in public disrepute

Placing Scientology or Scientologists at risk

Omissions or noncompliance requiring heavy intervention by seniors consuming time and money, with dev-t

Failure or refusal to acknowledge, relay or execute a direct legal order from an International Board member or an assistant board member

Being or becoming a potential trouble source without reporting it or taking action

Receiving auditing while a potential trouble source

Withholding from local Scientology executives that he or she is a potential trouble source

Failing to report a potential trouble source to local HCO

Organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior

Being a knowing accessory to a suppressive act

Using a local Scientology title to set aside the orders or policies from the International Board

Following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board

Not directly reporting flagrant departures from International Board policy in a



on section, unit, department, org, zone or division

Being long absent from post while a senior executive without advising the board member of his or her division

Permitting a section, unit, department, *org*, zone or division to collapse

Not taking over as a deputy in a crisis not otherwise being handled

Passing org students or pcs to outside auditors for private commission

Using an org position to build up a private practice

Taking private fees while on staff to audit outside pcs, run private courses, coach or audit students or org pcs

Embezzlement

Taking commissions from merchants

Reselling org materiel for private gain

Using an org position to procure personal or non-Scientology funds or unusual favors from the public, a firm, student or pc

Impersonating a Scientologist or staff member when not authorized

Inciting to insubordination

Instigating a local power push against a senior

Spreading destructive rumors about senior Scientologists

Pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions

Not reporting the discovery of a crime or high crime to Saint Hill while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence

Refusal to accept penalties assigned in a recourse action

Refusal to uphold discipline

Getting another staff member disciplined by giving false reports about him or her

Overworking an executive by ignoring one's duties

Falsifying a communication from higher authority

Falsifying a telex message or cable

Causing a staff member to lose prestige or be disciplined by giving false reports

Seeking to shift the blame to an innocent staff member for the consequences of one's own offenses

Protecting a staff member guilty of a crime or high crime listed in this code

Stealing or seducing another's wife or husband

Committing offenses or omissions that bring one's senior staff member, unit, department, org, or zone official to personal risk and/or a Committee of Evidence, *civil or criminal court*

Willful loss or destruction of Scientology property

Making out or submitting or accepting false purchase orders

Juggling accounts

Illegally taking or possessing org property

Causing severe and disreputable disturbances resulting in disrepute

Obtaining loans or money under false pretenses

Condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or division to a state of collapse

Holding Scientology materials or policies up to ridicule, contempt or scorn

Heckling a Scientology instructor or lecturer

Falsely degrading an auditor's technical reputation

Impersonating an executive staff member



- Pretending Scientology certificates, classifications or awards not actually held to obtain money or credit
- Selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter)
- Using Scientology harmfully
- Not bringing a preclear up through the grades but overwhelming the preclear with high levels
- Processing or giving aid or comfort to a suppressive person or group
- Knowingly using Scientology to obtain sexual relations or restimulation
- Seducing a minor
- Neglect or omission in safeguarding the copyrights, registered marks, trademarks, registered names of Scientology
- Issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another
- Issuing any Scientology data under another name
- Condoning the suppression of the word "Scientology" in its use or practice
- Allying Scientology to a disrelated practice
- Neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Crimes are punished by convening Committees of Evidence and may not be handled by direct discipline. Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, classifications or awards may not be canceled for a crime.

4. HIGH CRIMES. These are covered in HCO Policy Letters 7 March 1965, Issues I and II, and consist of publicly departing Scientology or committing suppressive acts.

Cancellation of certificates, classifications and awards are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 24 JUNE 1979

All Scientology  
Orgs

**CRIME ADDITIONS**

(This policy is an addition to  
HCO PL 7 Mar. 65, OFFENSES AND PENALTIES.)

The following are additional crimes in Scientology. These crimes are subject to a Committee of Evidence or a Court of Ethics depending on the severity of the offense:

1. COMMITTING A PROBLEM
2. COMMITTING A SOLUTION WHICH BECOMES  
A PROBLEM
3. CASE ON POST.

When one of these crimes occurs resulting in expense or loss or damage, it is subject to a Committee of Evidence, and in the case where the crime is continuous, it's an RPF or post removal.

This policy is not retroactive.

L. RON HUBBARD  
Founder

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Remimeo  
Flag Order 909

HCO POLICY LETTER OF 18 JUNE 1968  
CORRECTED AND REISSUED 1 OCTOBER 1985

(Corrections in this type style)

ETHICS

The purpose of Ethics is

TO REMOVE COUNTER-INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE *OTHER-INTENTIONEDNESS* FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter-intention.

One has an intention to expand the org. An "expert" says it is difficult as "The building society . . ." The impulse is to then handle the problem presented by the "expert," whereas the correct ETHICS action is to remove his counter-intentionedness or other-intentionedness. If he were an EXPERT he would simply say "OK. I'll handle my end of the expansion."

There are many ways to handle counter- and other-intentionedness.

There is a fine line between Ethics and Tech.

The point where a thetan goes mad is very exact. It is the point where he begins to obsessively stop something. From this the effort becomes generalized and he begins to stop lots of other things. When this includes anyone who or anything that would help him as well as those people and things that help, the being is *suppressive*. His intentions counter any other intention, particularly good intentions.

Other-intentionedness comes from unawareness or dispersal. *It is handled by removing things which disperse others.* Offering bottled medicine to cure "the blues" is a direct distraction. It is the purveyor of the distraction who is the target.

The person who enters a *Scientology group* to then sell other-answer is of course an enemy.

However we go about accomplishing the above is the *action* of Ethics. The above is the purpose.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 27 MARCH 1965  
CORRECTED AND REISSUED 15 OCTOBER 1985  
(Emphasis added to words in paragraph 7, p. 2  
and paragraphs 1 and 6, p. 3)  
(Other corrections in this type style)

Gen  
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Board

THE JUSTICE OF SCIENTOLOGY —  
ITS USE AND PURPOSE  
BEING A SCIENTOLOGIST

The reason we have Justice Codes is to have justice. We don't want or need injustice.

When we have no codes, "justice" can be anything any authority cares to make it.

We have had too much caprice passing for justice. It is time we had justice.

Committees of Evidence work. I recall one Tech Director accused of tampering with a student. I was told he was about to be disciplined and sacked. I stopped that action and had a Committee of Evidence convened. Accurate testimony revealed the story false and the Tech Director innocent. Without that committee he would have been ruined. I know of other instances where a committee found the facts completely contrary to rumor. Some are guilty, most are innocent. But thereby we have justice and our necks aren't out. If a person is to keep the law, he or she must know what the law is. And must be protected from viciousness and caprice in the *name* of law. If a person doesn't keep the law, knowing well what it is, he or she hurts all of us and should be handled.

The enturbulence of the society around us is fantastic. There is no just civil law left, really. It is that lawless and disorderly condition in the society about us which makes it hard for us to work. Shortly we will be even more powerful. That power must not be lawless or we will have anarchy and dismay, enough to stop our growth.

If we have a superior law code and legal system which gives real justice to people, we will *simply* flow easily over the society and everybody will win.

Where we fail to apply our own administration, technology and justice procedures to the society around us (let alone Scientology), we will fail.

There is too much truth in our *lines* not to cause a social upheaval. Therefore, let us have justice and expand into higher order, not plunge the world into darkness because our power as a group struck innocent and guilty alike.

A Scientologist must understand his own justice system. Without understanding, again there will be no justice.

Already the following points need correction in the uninformed person concerning our justice.

A Committee of Evidence is not a court. It is simply a fact-finding body with legal powers, convened to get at the facts and clean up the ARC breaks caused by rumor. When it has the truth of it, then a Convening Authority acts—but only in exact accordance with a Justice Code.

Our justice really rehabilitates in the long run. It only disciplines those who are hurting others and gives them a way to change so they can eventually win too—but not by hurting us.



**A Scientologist who fails to use Scientology technology and its administrative and justice procedures on the world around him will continue to be too enturbulated to do his job.**

That sounds extreme to anyone.

But if you look it over, you will find that the "power" of the "society" and "state" is pretended and is made from an effort to be powerful where they actually lack power. Our situation is quite the reverse. Ours is the power of truth and we *are* capable of power as a group, having power as individuals due to processing and power of wisdom due to superior technology.

Therefore when we grant too much beingness to *their* "power," we are granting validity to a falsehood and so it recoils on us.

We are, in short, knocking our own heads off by failing to use our knowledge and authority when we administer or handle our fellow man or society. It's like refusing auditing to somebody or not making it possible. It's also investing a lie with power. Society is losing ground because its "power" is based on a pack of falsehoods. *We* will lose ground if we empower those lies.

There's real magic to be seen here. For instance every upset we have is traceable to *our not knowing* or failing to apply *our* technology and admin and justice procedures to the society around us and its individuals, firms and groups.

This is worse than you think. A Scientology executive not handling dev-t (developed and unnecessary traffic) from a government in accordance with our dev-t policies when it was off-line and off-policy recently caused an upset. A government official was off-policy (his own bureau's) and the Scientology executive did not follow *our* procedure of (a) send it back to source (b) correct the policy error and (c) inform his superiors when results were not obtained. You say, "But that's wild! Run a government by Scientology admin?" Well, all I know is that it caused trouble when we didn't.

Evidently it's not "them" and "us." It's just "us" and a false "them."

So all we have to do is to get their hats on and they're *us*.

Failure to take our usual justice actions on offenders against us will result in eventual chaos. What matter if they don't appear before the Committee of Evidence we convene on them? How do we know they won't? How could the Victoria Parliament ever come right if we failed to (a) convene a Committee of Evidence (b) follow our legal procedures?

No, they just stay "*them*."

Has anybody informed the FDA of our amnesty? Well, did you know the FDA was looking for a way out of their mess for fear we'd sue for a million? They'd drop the E-Meter case if they thought we wouldn't sue.

How do we know if we don't try?

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So therefore we *must* use Scientology tech, admin and justice in all our affairs. No matter how mad it sounds, we only fail when we don't.

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And therefore every Scientologist should understand his own tech, codes and procedures.

Some Scientologists believe when a Committee of Evidence is convened that they are at once suspended.



Nobody *can* be suspended or punished by the *convening* of a Committee of Evidence. It's there to find the truth. *Only* when its findings are submitted to its Convening Authority and *when* the Convening Authority acts can anyone be suspended or transferred or demoted.

Don't react to Scientology justice as though it were *wog* law. In society's "courts" one is given the works, and truth has little bearing on the findings. A mean judge or clever attorney and small legal errors decide a lot of their cases. Wog courts are like throwing dice. There is huge cost and publicity and punishment galore even for the innocent.

So we must preserve our justice.

And use it.

That's the main lesson. If we don't use it in all questions where the truth of the matter is in doubt, we'll just go on being wogs.

If we don't exhibit our science as a GROUP and show a good example, what can we achieve?

So let's grow up to our own technology and take responsibility for it.

And wear our hats as Scientologists to the world.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 7 DECEMBER 1969

Remimeo  
All Exec Hats  
HCO Area Hat  
I & R Hat

ETHICS, THE DESIGN OF

It is very easy for a staff member and even an Ethics Officer to completely misunderstand ethics and its functions. In a society run by SPs and controlled by incompetent police, the citizen almost engrammatically identifies any justice action or symbol with oppression.

Yet in the absence of true ethics no one can live with others and stats go down inevitably. So a justice function must exist to protect producers and decent people.

To give you an example, when a little boy this life, the neighborhood a block around and the road from home to school were unusable. A bully about five years older than I named Leon Brown exerted a very bad influence over other children. With extortion by violence and blackmail and with corruption he made the area very dangerous. The road to school was blocked by the 5 O'Connell kids, ranging from 7 to 15 who stopped and beat up any smaller child. One couldn't go to school safely and was hounded by the truant officer, a hulking brute complete with star, if one *didn't* go to school.

When I was about six I got very tired of a bloody nose and spankings because my clothes were torn and avidly learned "lumberjack fighting" a crude form of judo from my grandfather.

With this "superior tech" under my belt I searched out and found alone the youngest O'Connell kid, a year older than I, and pulverized him. Then I found alone and took on the next in size and pulverized *him*. After that the O'Connell kids, all 5, fled each time I showed up and the road to school was open and I convoyed other little kids so it was safe.

Then one day I got up on a 9-foot-high board fence and waited until the 12-year-old bully passed by and leaped off on him boots and all and after the dust settled that neighborhood was safe for every kid in it.

So I learned about justice. Kids would come from blocks away to get help in *their* neighborhood. Finally for a mile around it was a safe environment for kids.

From this I learned two lessons:

1. Strength is nothing without skill and tech and, reversely, without skill and tech the strength of brutes is a matter of contempt.
2. Strength has two sides, one for good and one for evil. It is the intention that makes the difference.

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On further living I found that only those who sought only peace were ever butchered. The thousands of years of Jewish passivity earned them nothing but slaughter.

So things do not run right because one is holy or good. Things run right because one makes them run right.



Justice is a necessary action to any successful society. Without it the brute attacks the weak, the decent and the productive.

There are people who suppress. They are few. They often rise up to being in charge and then all things decay. They are essentially psychopathic personalities. Such want position in order to kill. Such as Genghis Khan, Hitler, psychiatrists, psychopathic criminals, want power only to destroy. Covertly or overtly they pay only with death. They arrived where they arrived, in charge of things, because nobody when they were on their way up said "No." They are monuments to the cowards, the reasonable people who didn't put period to them while they were still only small bullies and still vulnerable.

Ethics has to get there before tech can occur. So when it doesn't exist or goes out, then tech doesn't occur and suppression sets in and death follows.

So if someone doesn't hold the line, all become victims of oppression.

## TWO SECTIONS

The Ethics Section is in Department 3. This department is called Inspection and Reports.

In small orgs there is only one person in that department.

Primarily his duties consist of Inspecting and Reporting to his divisional head and the Executive Council.

That is the first section's function.

WHEN inspection reveals outness and reports (such as graphs or direct info to the Exec Council) do not result in correction, THEN it is a matter for the second section.

The second section of Department 3 is Ethics.

Now it is an Ethics matter. If correctly reported outnesses that threaten the org are NOT corrected, then one assumes that suppression exists.

Because he has files of Damage Reports and chits and because he can see and investigate, the Ethics Officer locates WHO is causing outnesses and suppressing the org. By condition assignments, publication and Comm Evs he gets in ethics.

It occasionally happens that it is someone high up in the org. It sometimes happens his seniors or the Exec Council scold him for daring to report on things or to them. Then he knows the suppression is high up and he is delinquent in duty if he does not report it to the next highest org, and if no action there, right on up to the Sea Org. Anyone removing him for daring to report the factual results of his inspections can be severely handled by upper organizations. The Ethics Officer can only be in trouble if he fails to do his job and keep in ethics.

Hitting people with conditions is such a small part of Ethics that it is almost an abandonment of post. Letting people be hit with wrong conditions is a Comm Ev offense.

Letting an SP collapse stats or an org is a shooting offense.

An Ethics Officer uses ethics to protect ethics upstats and keep the stats up and to smoke out crimes that push people and stats down. It is a simple function.

The basic duties of Dept 3 are what it says. Inspection and Reports. These alone usually work. When they don't and stats fall or people fall off the org board, one goes into Ethics actions.



You don't let incompetent and suppressive people on staff in the first place and you crowd Ethics in on them if they're found to be there.

You DON'T confuse an executive's effort to get the stats up with suppression.

The E/O is making the environment safe so that production can occur and service can be given. He is making it unsafe for those who by neglect or continual errors or suppression push stats down and get good staff members to leave.

If none of this is well understood and yet someone is making it impossible to work, find a 9-foot-high board fence. . . .

The E/O must know his ethics policy. He must understand why he is there.

And the rest of the people in the org should understand it too.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 2 JULY 1959  
Issue II

DEVELOPED TRAFFIC  
THE DELIRIUM TREMENS OF CENTRAL ORGS

There is a phenomenon which costs a Central Org two-thirds of the effort of its staff members and executives. Stemming from various causes and cured by Process S2, it nevertheless deserves notice as itself.

I have been working for 2 years on "Analysis of Organizations by Inspection of Its Comm Lines." It is now a fairly complete little science in itself.

"Developed traffic" is a statement you will begin to see now. It is condemnatory. The symbol dev-t means on a despatch, "This despatch exists only because its originator has not handled a situation, problem or an executive order."

It also means "Responsibility for your post very low." Also it means "You should be handling this without further traffic." It also means "You are manufacturing new traffic because you aren't handling old traffic." Also it means "For Gawd's Sake!"

Every time traffic is developed somebody has flubbed.

"*Developed*" traffic does *not* mean usual and necessary traffic. It means *unusual and unnecessary traffic*.

Example: Dept Materiel is told "Buy some chairs for the Academy." If this goes properly, the chairs simply get bought, the Dept Materiel estimating students, state of exchequer and economical available materiel and arranging delivery. Dept Materiel may have to ask a couple verbal questions of other departments to execute, but this is routine and necessary.

This can be used to dev-t in this fashion. Issuing executive of order "Buy some chairs" is asked "How many?" "What style?" "How much?" "From what firm?" Or somebody else is asked these at length. Dept Materiel is now *worse* than a camouflaged hole. Dept Materiel is making the acquisition of chairs *costly* in terms of consuming despatch time, other staff members' time, upset and delay. This is dev-t.

Dev-t costs us the services of 66⅔% of our personnel. Hence, large staff, no effectiveness.

Unwilling personnel always makes dev-t out of every situation, problem, order and policy. Take unwilling personnel off the lines and traffic busyness drops by 2/3rds and effectiveness increases by many times.

"I want a book" gets answered by dev-t, gets shunted into other depts, gets mixed up in billing, makes an ARC break in field which develops *more* traffic. Let an unwilling, irresponsible person on our lines, a real victim, and we get enormously increased busyness, enormously lowered dissemination.

Look for dev-t, Org Secs and HCO Communicators, and shoot it from guns hard before we all get shot.

L. RON HUBBARD

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NOTE: A request that a cookbook be bought developed 29 despatches in DC, all of major executive level. A presentation of a bill that the receiving terminal in the org knew was valid, and had money to pay, was used to develop 15 cables and 135 despatches and almost wiped out the office. An incorrect price on an item caused 235 internal despatches and major ARC breaks with Central Orgs. An order to mimeo a flyer for one city caused 1½ hours of flashbacks to an Assoc Sec. All persons authoring the dev-t listed above are being suspended pending flattening of Process S2.

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Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MAY 1963  
CORRECTED AND REISSUED 12 OCTOBER 1985

CenOCon  
SHSBC Students  
Franchise  
Field

(Corrected to add last two paragraphs  
which were left off some mimeo copies.)

*Reissue Series 14*

**HOW TO HANDLE WORK**

(Reissue of HCO Bulletin of August 19, 1959)

Do it Now.

One of the best ways to cut your work in half is not to do it twice.

Probably your most fruitful source of dev-t is your own double work.

This is the way you do double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

One of the reasons I can handle so much traffic is that I don't do it twice. I make it a heavy rule that if I find myself handling a piece of traffic, I handle it, not put it into a hold or a later category.

If I happen to be prowling through my basket in the message center stack to see what's there, I do what I find there.

If I am given a message or a datum that requires further action from me, I do it right when I receive it.

This is how I buy "loafing time."

Now I'm not trying to hold me up as a model of virtue as the man who always does his job; I do many jobs and many hats; I am holding myself up as an ambitious loafer and as a buyer of valuable loafing time.

There's no need to look busy if you are not busy.

There is no need to fondle and caress work because there isn't enough of it.

There's plenty of work to do. The best answer to work of any kind is to do it.

If you do every piece of work that comes your way WHEN it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you've got a psycho on the other end.

In short, the way to get rid of traffic is to do it, not to refer it; anything referred has to be read by you again, digested again, and handled again; so never refer traffic, just do it so it's done.

You can keep a comm line in endless foment by pretending that the easiest way not to work is not to handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.



So if you are truly a lover of ease, the sort of person who yawns comfortably and wears holes in heels resting them on desks, if your true ambition is one long bout of spring fever, then you'll do as I suggest and handle everything that comes your way when it comes and not later; and you'll never refer anything to anybody that you yourself can do promptly.

That people begin to point you out as a model of efficiency, as the thing expected to cop the next world's speed record, that articles begin to appear about the marvels you are creating, is all incidental. You and I know we did it so we could be lazy and not have to work. For it can be truly said that the way to all labor of a long and continuous grind is by putting off the action when the message is received and in referring it all to somebody else; that's the way to slavery, to tired muscles and tattered brains; that's the route to baskets piled high.

So come loaf with me.

Do it when you see it and do it yourself.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 4 SEPTEMBER 1959

CenOCon  
Franchise  
Field

(Reissued as HCO Policy Letter  
of 21 November 1962)

**COMPLETED STAFF WORK (C.S.W.) —  
HOW TO GET APPROVAL OF ACTIONS AND PROJECTS**

*THE MOST IMPORTANT PIECE OF YOUR HAT*

There is an old term called "Completed Staff Work" which we will now employ in order to reduce dev-t and increase speed of action.

The term "Completed Staff Work" means—an assembled package of information on any given situation, plan or emergency forwarded to me sufficiently complete to require from me only an "Approved" or "Disapproved."

Here is what slows down approval and action and develops traffic: Somebody sends me a skimpy piece of information and demands a solution. As more information is required than is presented, I must then take over the person's hat and assemble the missing data using my own time and lines. I must then dream up a solution and then order an action to be taken. This causes a slowdown on any action, causes my lines, already loaded, to be used for information assembly and brings about a feeling of emergency. My pending-basket overloads and confusion results. This would be called "Incomplete Staff Work." It is incomplete because I have to complete it by

1. Assembling the data necessary for a solution,
2. Dreaming up the solution based on written data only,
3. Issuing orders rather than approving orders.

If you are mad at your boss, you can always ruin him with "Incomplete Staff Work." You forward him a fragment of alarming data without collecting the whole picture. This makes him do a full job of information collection. You give him no recommended solution. This makes him have to achieve a solution by remote examination of data; such solutions are often wrong as they are made without full data. Then you make him issue arbitrary and forceful orders that may ARC break some area and hurt his reputation. That's how to get even with a boss. And even if there's no intention of harming him, sending "Incomplete Staff Work" to your boss *does* harm him by making him send for information—getting despatches on already crowded lines, by making him guess at the situation, by making him cook up solutions which may be unreal, and by thrusting him into the role of an arbitrary tyrant.

Now that we've seen the negative side, let us examine the positive side.

"Completed Staff Work" is an assembled despatch or packet which

1. States the situation,
2. Gives all the data necessary to its solution,
3. Advises a solution, and
4. Contains a line for approval or disapproval by myself with my signature.



If documents or letters are to be signed as part of my action, they should be part of the package, all ready to sign, and each place they have to be signed is indicated with a pencil mark with a note in the recommendations saying signatures are needed.

*Wrong example:* A despatch from Canada saying "Central Organization here is spending large amounts." Look what I now have to do. I have to find out what is meant by "large amounts," who is doing it, if it is dangerous, figure out a way to curtail it and issue orders about it. *None* of this is my hat. I am being forced to wear the hat of the informing person.

*Right example:* I receive a packet (cable is no good and *delays* the situation's being handled as many more cables will be needed). This packet is covered with a despatch which says

"145CA. Central Organization here fast approaching insolvency. Data enclosed. I recommend Director of Materiel be transferred to the post of Extension Course Director that is now empty and that Jules Bentley be hired on the Dir Materiel post at 25 units; that the Assn Sec be reprimanded for bad financial management and be ordered to budget his outgo; that a purchase order system be enforced; that a staff member ordering anything without permission have the item deducted from his pay; that the Dir of PrR be given lessons in letter writing.

Approved \_\_\_\_\_ Disapproved \_\_\_\_\_

Signed: Jane  
HCO Sec Canada."

Attached are copies of Ad Comm reports showing insolvency, a summary of amounts spent in last two months, a summary of income for last two months, a list of trivial items bought lately at high cost.

What I do then is check the approval line and sign. A cable is sent by my communicator: "145CA2 OK best = Ron." The whole packet is airmailed back. But you must ask in your despatch to have a cable reply if you consider it that urgent.

On receipt of the cable the HCO Sec Canada issues the local Sec EDs and takes the other needed actions.

*Action* could occur because the data, solutions and orders were all assembled as "Completed Staff Work."

If you want to hold down your post or project don't insist on my collecting the data you should collect, dream up the solution you, more familiar with the scene, should achieve, and don't put me in a position of issuing unreal orders you can't then carry out.

We are a big team and a good one. I know any error on this in the past has occurred because you didn't know exactly what I wanted.

"Completed Staff Work" is what I want. Then *you* have your hat, you can do more to help, and our lines can stay freer and faster.

There have been good examples of this in the past. Let's make the circumstances more general.

If you get the letters *CSWP* on an item, it means "Complete the Staff Work, Please."

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
LONDON

HASI POLICY LETTER OF 6 NOVEMBER 1958

THE THREE-BASKET SYSTEM

Effective immediately, each admin personnel is to have a stack of three baskets.

The top basket, labeled "IN," should contain those items still to be looked at.

The middle basket, labeled "PENDING," is to contain those items which have been looked at but cannot be dealt with immediately.

The bottom basket, labeled "OUT," is to contain those items which have been dealt with and are now ready for distribution into the comm lines again, or to file, etc.

L. RON HUBBARD  
Founder

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[*Editor's Note:* HCO PL 25 Feb. 66, COMMUNICATIONS FUNCTIONS, expands the use of three-basket stacks to all staff: "Dir Comm sees that every staff member has a basket in a Comm Center *and* a personal comm station near his area of work *no matter who* the staff member is—that includes the janitor!" The complete text of this issue can be found in OEC Vol 1.]



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 APRIL 1972R

Remimeo  
Student Hat  
Staff Hats

Issue III

REVISED 21 JUNE 1975

(Revisions in this type style)

IMPORTANT

ETHICS AND STUDY TECH

(Cancels the issue revised 7 April 1972)

The basic WHY of the majority of cases of post nonperformance of a staff member and OUT-TECH in an org stems from misunderstood words.

The primary point that has to be gotten in is study tech.

This is also our bridge to society.

Yet study tech is the tech that includes misunderstood word tech.

Thus if study tech is not in, people on staffs see nothing wrong with hearing or reading orders containing words they do not understand and have no urge to look them up. Further, they often feel they do know words that they in fact do not know.

When this situation exists it is next to impossible to get study tech and Word Clearing tech in. For, the orders seeking to get in study tech may contain words the person does not understand. Thus he doesn't really comply with the orders, and study tech does not get in. Thus the ability to hear or read and understand continues to be missing.

Therefore these ethics actions become part of standard ethics.

1. A PERSON MAY BE SUMMONED TO A COURT OF ETHICS OR EXECUTIVE COURT OF ETHICS IF IT BE FOUND THAT HE HAS GONE PAST A WORD HE DOES NOT UNDERSTAND WHEN RECEIVING, HEARING OR READING AN ORDER, HCOB, POLICY LETTER OR TAPE, ANY AND ALL LRH WRITTEN OR PRINTED MATERIALS INCLUDING BOOKS, PABS, DESPATCHES, TELEXES AND MIMEO ISSUES WHICH RESULTED IN A FAILURE TO DO DUTIES OF HIS POST, WITHOUT HIS AT ONCE MAKING AN EFFECTIVE EFFORT TO CLEAR THE WORDS ON HIMSELF, WHETHER HE KNEW HE WAS MISSING THEM OR NOT AS THE SOURCE OF HIS INACTION OR DAMAGING ACTIONS.

The charge is NEGLECTING TO CLARIFY WORDS NOT UNDERSTOOD.

2. A STAFF MEMBER WHO DOES NOT USE STUDY TECH OR GET IT KNOWN WHILE STUDYING OR INSTRUCTING MAY BE SUMMONED TO A COURT OF ETHICS OR AN EXECUTIVE COURT OF ETHICS.

The charge is FAILURE TO EMPLOY STUDY TECH.

3. A STUDENT ALTER-ISING OR MISADVISING OTHERS ON THE USE OF STUDY TECH MAY BE SUMMONED BEFORE A COURT OF ETHICS.

The charge is ADVOCATING A MISUSE OR NEGLECT OF PROPER STUDY TECH.

4. AN AUDITOR FAILING TO CLEAR EACH AND EVERY WORD OF EVERY



COMMAND OR LIST USED MAY BE SUMMONED BEFORE A COURT OF ETHICS.

The charge is OUT-TECH.

5. ANY PUBLIC DIVISION PERSON, STAFF MEMBER OR SCIENTOLOGIST FOUND USING TERMS, CIRCUMSTANCES OR DATA ON RAW PUBLIC IN PUBLIC LECTURES OR PROMOTION OR IN PR BEYOND THE PUBLIC ABILITY TO GRASP WITHOUT STRESSING STUDY TECH OR AT ONCE TAKING EFFECTIVE MEASURES TO CLARIFY, OR RELEASING MATERIALS BROADLY TO A WRONG PUBLIC MAY BE SUMMONED TO A COURT OF ETHICS IF ANY FLAP OR UPSET RESULTS.

The charge is FAILURE TO APPLY STUDY TECH IN DISSEMINATION.

### SUPPRESSIVE

Furthermore, as study tech is our primary bridge to society and the basic prevention of out-tech and out-admin, if any offense as above found guilty in a Court of Ethics is REPEATED and the person has had two such courts on this offense, the person may be summoned before a Committee of Evidence on a charge of COMMITTING AN ACT OR OMISSION UNDERTAKEN TO KNOWINGLY SUPPRESS, REDUCE OR IMPEDE SCIENTOLOGY OR SCIENTOLOGISTS, and if found guilty beyond reasonable doubt, may be declared a SUPPRESSIVE PERSON and expelled with full penalties.

### AXIOM 28

Failures to teach or use study tech or alterations of study tech are actually offenses against AXIOM 28 as it is applied internally in an org on admin and tech and from the org to society.

Study tech including its technology of Word Clearing is in fact the technology of Axiom 28.

The Axiom (amended) follows:

AXIOM 28. COMMUNICATION IS THE CONSIDERATION AND ACTION OF IMPELLING AN IMPULSE OR PARTICLE FROM SOURCE POINT ACROSS A DISTANCE TO RECEIPT POINT, WITH THE INTENTION OF BRINGING INTO BEING AT THE RECEIPT POINT A DUPLICATION AND UNDERSTANDING OF THAT WHICH EMANATED FROM THE SOURCE POINT.

The formula of Communication is Cause, Distance, Effect, with Intention, Attention and Duplication WITH UNDERSTANDING.

The component parts of Communication are Consideration, Intention, Attention, Cause, Source Point, Distance, Effect, Receipt Point, Duplication, Understanding, the Velocity of the impulse or particle, Nothingness or Somethingness. A noncommunication consists of Barriers. Barriers consist of Space, Interpositions (such as walls and screens of fast-moving particles), and Time. A communication, by definition, does not need to be two-way. When a communication is returned, the formula is repeated, with the receipt point now becoming a source point and the former source point now becoming a receipt point.

L. RON HUBBARD  
Founder

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Item 1 OEC  
Checksheet

HCO POLICY LETTER OF 8 SEPTEMBER 1969  
CORRECTED AND REISSUED 1 OCTOBER 1985

(Correction in this type style)

THE ORG EXEC COURSE INTRODUCTION

This course contains the basic laws of organization.

Primarily intended for Scientology organization executives, its policy letters are slanted toward a Scientology org (short for organization). However, it covers any organization and contains fundamentals vital to any successful or profitable activity.

This course also applies to the individual. Any individual has his 7 (or 9) divisions and his 21 (or 27) departments. Where one or more of these is missing in his conduct of life, he will be to that degree an unsuccessful individual.

No matter how organized, any company, society or political entity will be as unsuccessful as it has these functions missing.

Thus this is not just the Scientology idea of how an org should run—most of it is vital basic discovery.

Man did not really know the principles of organization any more than he knew what made his mind work before Dianetics was published.

A very small amount of the material on this course has crept into general use, just as a very few of the principles of Dianetics and Scientology are now an "Everybody knows \_\_\_\_\_." Survival is now conceded as the basic principle of existence. Universities now know Man can change IQ and personality. As time goes on, more and more of the technology "leaks" into general knowledge. But it takes a long time for all mankind to know a whole tech in this fashion.

To date the Scientology discoveries in organization are known to a very few. But some of the more general principles are already creeping into business practice.

Not long ago, for instance, a close friend of the President of the US was given the policy letter about "Don't reward a down statistic." A few days later the President used it in his new relief program policy.

Of course there are hundreds of other "Pol Ltrs" that *haven't* been shown to the friend of the President. It takes years for new ideas to "leak" into public consciousness. It took five years for the medical professors in universities to begin to teach that aberration could come from the "birth engram." In 18 years only a handful of medical doctors accepted that mental image pictures caused aberration. In 19 years only a few medical doctors could also audit.

Therefore, if one were fully conversant with the full subject and all its principles, he would appear to be a magician, a miracle worker.

If anyone knew the Org Exec Course fully and could practice it, he could completely reverse any down-trending company or country. Indeed, here and there at this writing men have done so.

It could be argued or pleaded that this huge body of data should be made into texts capable of general application by businesses and countries. The one effort to republish these policies in other terms so badly altered the material that it became a hopeless bog even though attempted by a very successful businessman. He himself was



applying the originals direct to his company and it soaringly became rich. Then he decided to rewrite it all, greatly altered and edited, for his employees; and his business went on a toboggan slide. His correct action would have been to send his employees to take the same course he took—this very Org Exec Course. And let them adapt what they now knew to fit their own posts and activities. Instead, he cut them off from source, and what *he* wrote for them was only as much as *he* had gotten out of the course from his own viewpoint.

At least there are Scientology orgs around which are successful, living models of these policies and org form.

The only real trouble these orgs ever have is not a failure to apply policy but a failure of the whole staff to know policy.

Wherever a portion of a Scientology org is in confusion, you will find that the staff members in that portion have not done the Org Exec Course. They may know a few policies. But outside that, anyone can come along and say "this is the policy" or "what you're doing is against policy," and being ignorant of policy they develop the idea of some vast unknown area and go downhill.

The name Org *Exec* Course is probably a misnomer. Certainly the executives of the org should know it well. But the staff member who doesn't know it is at effect. If he *knew* his OEC data, he would be able to defend himself and get his own "show on the road" in his portion of the org.

ANY FAILURE OF THESE BASICS AND POLICIES IS IGNORANCE OF THEM.

When you know them all, not just a few, it makes a whole *intelligible* picture.

It is rather exciting to be able to cut through the superstition of yesterday's organizations and deal in basic, down-to-earth fundamentals.

When you understand all the policies on this course, you will understand organization itself, no matter to what you apply it. You will also be able to recognize misorganization when you see it.

And I assure you that in a misorganized society the individual loses out.

Even dictatorships come about only because the citizen doesn't know basic organization. Thus authoritarian rule exists only to the degree that its subjects are ignorant of the fundamentals of organization.

Those fundamentals, even if specialized to fit a Scientology organization, exist in this, the Org Exec Course.

L. RON HUBBARD  
Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 NOVEMBER 1973

Remimeo

STUDY TECH AND POST

(References: HCO PL 4 April 72, revised 7 April 72, ETHICS  
AND STUDY TECH and HCO PL 4 April 72, Issue III,  
revised 7 April 72 Addition.)\*

It has just been found that certain staff could not perform their duties because they knowingly went by misunderstood words in despatches and telexes.

By this willful failure they had dumped their hats on seniors for two years.

They were wiped out on post, could not evaluate or find out what was going on. And spent a bulk of their time sleeping.

THEREFORE:

5. Any person who goes by misunderstood words or abbreviations in telexes or despatches or materials he handles on post without clarifying them SHALL BE SUMMONSED TO A COURT OF ETHICS.

The charge is NEGLIGENCE OF DUTY and the minimum sentence is TREASON.

6. Any auditor failing to write clearly on worksheets or put down enough text to make the worksheet understandable shall be summonsed to a Court of Ethics.

The charge is NO REPORT.

7. Any Case Supervisor who permits an auditor to write incomprehensibly or omit data shall be summonsed to a Court of Ethics.

The charge is CONDONING NEGLIGENCE OF DUTY.

ADDITIONAL PENALTY

Whenever this policy letter or its references are found to be out in an area and not enforced, there can be no plea of ignorance and the seniors of the area are themselves liable to Comm Ev.

Violations of study tech and failures to use this technology are responsible for great losses and out-tech, out-admin and overwork of seniors.

The matter has been regarded too lightly and has caused great losses, blows and has impeded progress on this planet.

L. RON HUBBARD  
Founder

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\*[Editor's Note: HCO PL 4 Apr. 72, revised 7 Apr. 72, ETHICS AND STUDY TECH has been revised and reissued as HCO PL 4 Apr. 72R, revised 21 June 75, ETHICS AND STUDY TECH, which also includes the text of HCO PL 4 Apr. 72, Issue III, revised 7 Apr. 72, ADDITION — ETHICS AND STUDY TECH.]



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JUNE 1970RB

REISSUED 30 AUGUST 1980

as part of KSW Series

RE-REVISED 25 OCTOBER 1983

Remimeo  
Applies to all  
SHs and  
Academies  
HGCs  
Franchises

*(The previous revision to this PL never came to me for approval. It alter-ised the actual authorization requirements for course checksheets. This has been corrected in this issue.)*

*(Revisions in this type style)*

***Keeping Scientology Working Series 5R***

**URGENT AND IMPORTANT**

**TECHNICAL DEGRADES**

(This PL and HCO PL Feb. 7, 1965 must be made part of every study pack as the first items and must be listed on checksheets.)

Any checksheet in use or in stock which carries on it any degrading statement must be destroyed and issued without qualifying statements.

Example: Level 0 to IV checksheets SH carry "A. Background Material — This section is included as an historical background but has much interest and value to the student. Most of the processes are no longer used, having been replaced by more modern technology. The student is only required to read this material and ensure he leaves no misunderstood." This heading covers such vital things as TRs, Op Pro by Dup! The statement is a falsehood.

These checksheets were not approved by myself; all the material of the Academy and SH courses IS in use.

Such actions as this gave us "quickie grades," ARC broke the field and downgraded the Academy and SH courses.

A condition of TREASON or cancellation of certificates or dismissal and a full investigation of the background of any person found guilty will be activated in the case of anyone committing the following HIGH CRIMES:

1. Abbreviating an official course in Dianetics and Scientology so as to lose the full theory processes and effectiveness of the subjects.
2. Adding comments to checksheets or instructions labeling any material "background" or "not used now" or "old" or any similar action which will result in the student not knowing, using and applying the data in which he is being trained.
3. Employing after 1 Sept. 1970 any checksheet for any course not authorized by myself or the Authority, Verification and Correction Unit International (AVC Int).

*(Hat checksheets may be authorized locally per HCO PL 30 Sept. 70, CHECKSHEET FORMAT.)*



4. Failing to strike from any checksheet remaining in use meanwhile any such comments as "historical," "background," "not used," "old," etc., or VERBALLY STATING IT TO STUDENTS.
5. Permitting a pc to attest to more than one grade at a time on the pc's own determinism without hint or evaluation.
6. Running only one process for a lower grade between 0 to IV, where the grade EP has not been attained.
7. Failing to use all processes for a level where the EP has not been attained.
8. Boasting as to speed of delivery in a session, such as "I put in Grade Zero in 3 minutes." Etc.
9. Shortening time of application of auditing for financial or labor-saving considerations.
10. Acting in any way calculated to lose the technology of Dianetics and Scientology to use or impede its use or shorten its materials or its application.

REASON: The effort to get students through courses and get pcs processed in orgs was considered best handled by reducing materials or deleting processes from grades. The pressure exerted to speed up student completions and auditing completions was mistakenly answered by just not delivering.

The correct way to speed up a student's progress is by using two-way comm and applying the study materials to students.

The best way to really handle pcs is to ensure they make each level fully before going on to the next and repairing them when they do not.

The puzzle of the decline of the entire Scientology network in the late 60s is entirely answered by the actions taken to shorten time in study and in processing by deleting materials and actions.

Reinstituting full use and delivery of Dianetics and Scientology is the answer to any recovery.

The product of an org is well-taught students and thoroughly audited pcs. When the product vanishes, so does the org. The orgs must survive for the sake of this planet.

L. RON HUBBARD  
Founder

Adopted as official  
Church policy by  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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AAAA

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1968

Remimeo

**CANCELLATION OF FAIR GAME**

The practice of declaring people FAIR GAME will cease. FAIR GAME may not appear on any Ethics Order. It causes bad public relations.

This P/L does not cancel any policy on the treatment or handling of an SP.

L. RON HUBBARD  
Founder

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EXHIBIT

7



*The*  
**Technical Bulletins**  
*of*  
**Dianetics and Scientology**

*by*  
**L. Ron Hubbard**

FOUNDER OF DIANETICS AND SCIENTOLOGY

Volume  
**I**  
1950–1953



Scientology Publications  
Copenhagen

Los Angeles



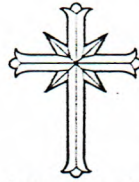
*I'll not always be here on guard.  
The stars twinkle in the Milky Way  
And the wind sighs for songs  
Across the empty fields of a planet  
A Galaxy away.*

*You won't always be here.  
But before you go,  
Whisper this to your sons  
And their sons —  
"The work was free.  
Keep it so."*

L. RON HUBBARD



TO THE READER:



Scientology is a religious philosophy containing pastoral counseling procedures intended to assist an individual to gain greater knowledge of self. The Mission of the Church of Scientology is a simple one—to help the individual achieve greater self-confidence and personal integrity, thereby enabling him to really trust and respect himself and his fellow man. The attainment of the benefits and goals of Scientology requires each individual's positive participation, as only through his own efforts can he achieve these.

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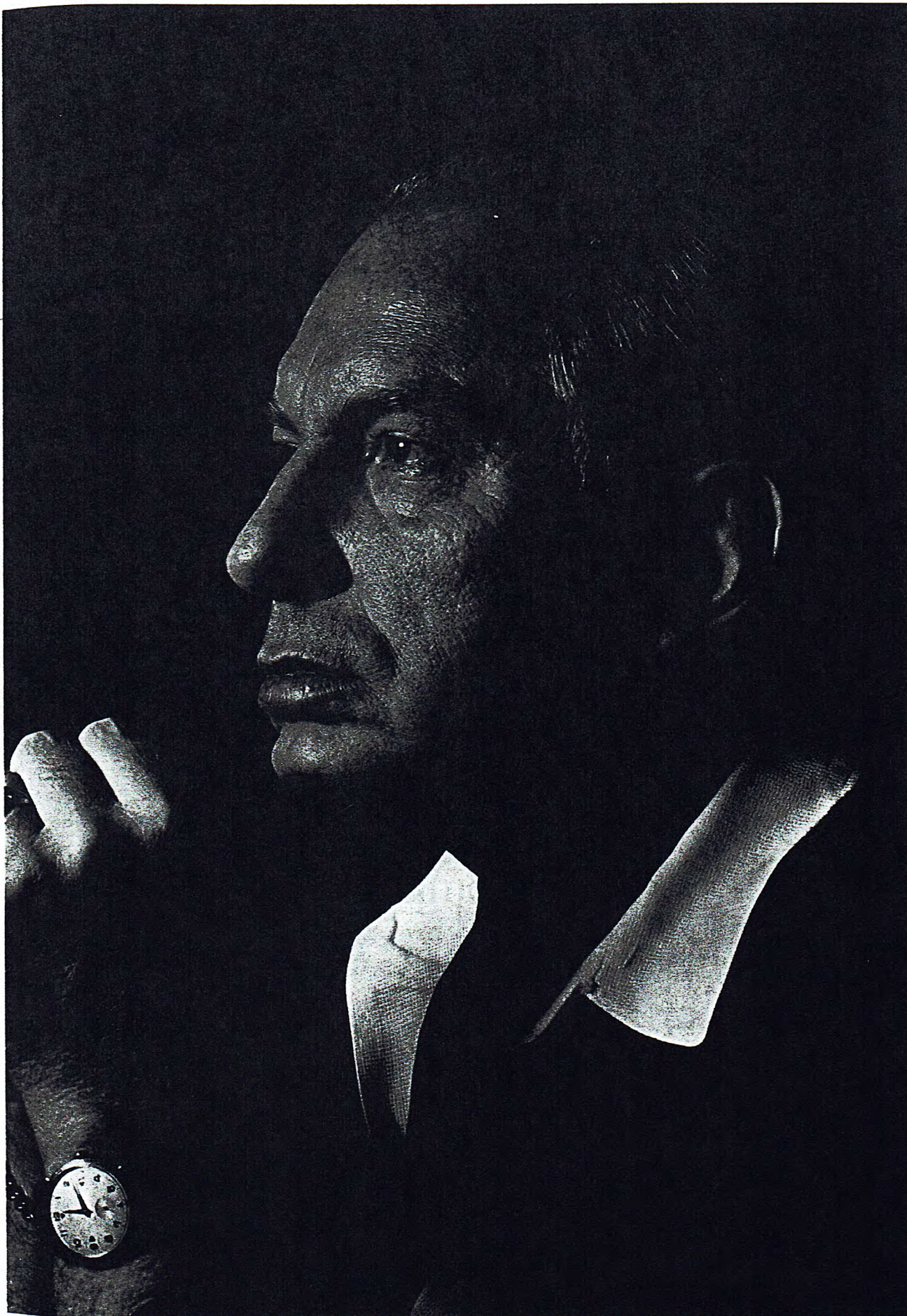
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*Date* \_\_\_\_\_





*L. RON HUBBARD*  
*Founder of Dianetics and Scientology*



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## VITAL DATA ON STUDY

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD



*Official Publication of*  
The Hubbard Dianetic Research Foundation, Inc.  
Elizabeth, New Jersey

## Dianetics and Religion

L. Ron Hubbard

Those engaged in dianetic processes are often interested in the effect of Dianetics upon religion. They generally desire to know whether dianetic processing will influence faith or atheism.

Dianetics is a science; as such, it has no opinion about religion, for sciences are based on natural laws, not on opinions.

Self-determinism is always to some degree circumscribed by the environment of the individual and the forces he faces. An individual without faith in something is lost and goalless. Faith is a necessary part of man. If that faith is given to a religion it can be observed that once given, it is steadfast and predictable.

When any disordered mind grasps the fundamentals of a thing, one cannot predict the way that mind will use the information. Zealotism has many times made religion odious to a people and zealotism is definitely undesirable to a religious group since it too often masks sadism and paranoia. Churches have long been troubled with this problem. It is not a problem of faith. An orderly faith alone can promote religion. Zealotism is a problem in aberration; it is generally caused by a manic engram and, quite unlike faith, is as likely to flash back against religion as it is to carry it forward. The action is unpredictable and the zealot alters his faith easily.

On the other hand atheism, which religion has found highly obstructive, has for its origin, according to our case histories, engrams. No "atheist" to date has remained an atheist after the engrams causing his objections have been removed. The atheist is activated by engrams as thoroughly as the zealot.

There are several cases on record of atheism having been altered to tolerance by dianetic processes and one case which joined a church after a release was effected. There are two cases of zealotism having abated to a sincere faith.

Insanity has long constituted a considerable threat to religion. Religious terminology, when permitted to creep into the engram bank, particularly as blasphemy, causes various disturbances in the psyche, and the various religions have, throughout the duration of man as a rational being, been posed a difficult problem which can now be resolved. Dianetics not only pronounces but executes sentence upon insanity. It makes man sane.

What the world of man decrees about religion or what religion decrees about the world of man is well outside the regulation of Dianetics even though it is well within the province of dianetic studies of the activities of man. □

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the higher tones is a native characteristic of life, but, just as any other characteristic of life can be debased and exaggerated, so it is in the lower tones. All life seeks to be independent; it is only when it becomes obsessively independent that difficulty results. In a democracy, for instance, the general feeling that all must be equal is fought against so that one finds in a democracy an excessively large number of people maintaining "computational" independence.

A body is grossly dependent upon other life forms and other MEST combinations for its existence. It is quite impossible for a body eating every day to be independent. The analytical mind in close position to this body and believing itself dependent upon the body eventually, of course, begins to believe that it itself is the body and thus we get the buried and mysterious loss of identity on the part of the thetan, who is, in essence, the analytical mind to the body.

One runs Viewpoint Processing on all dynamics. In particular the 5th, 6th, 7th and 8th dynamics must not be neglected.

In sanitariums the briefest observation demonstrates that the 8th dynamic is most prominently the aberrative dynamic, for here we have the idea that God inhabits all space, thus making it impossible for the preclear to have any space of his own. The preclear must either have no space or must be himself God. To solve the God problem, one simply rigs up large spaces in abundance "full of God" and more large spaces "full of preclear" until the preclear can have large spaces of both. It is interesting that in preclears whose families were connected with the Church, the problem of space is most acute.

This process is done by mock-ups of a very large order and of no particular distinctness.

Although any computation can be run, the following computations will prove effective: Cause, Effect, enjoy things, hate things, look, don't look, motion, no-motion, sound, sight, feeling, work, pain, no-sound, no-sight, no-feeling, no-work, no-pain, babies, no-babies, spirits, no-spirits, Christ, no-Christ, God, no-God.

The technique is run in this fashion: Brackets are used. One has the preclear put up a number of people or objects as himself putting them up, then has him put up people or objects as though somebody else were putting them up; then has others putting them up for others, all in quantity.

One should use those things of which the preclear is certain. In other words, where you have a case which has a great deal of black silence on it and constricted space, you should run cubes of blackness which is silent, the preclear putting them up for others, another putting them up for the preclear, and others putting them up for others.

The object here is a great many items put up rather than one set put up and held. One should put up many sets and should not hold them. If all he can put up are black cubes or patches of blackness, then he should put these up with the thought in each one such as "Cause."

It must be kept in mind that what one is doing with this process is resolving some of the evaluations which have been done for the preclear to the end of resolving a scarcity of viewpoints. The reason one keeps putting up very large numbers of points which are evidently thinking toward a direction is, in essence, the remedying of a scarcity of viewpoints. One takes it at the level of accepting less desirable viewpoints, and it will be found that more desirable viewpoints are much more easily wasted by the preclear, so that the process can be varied by having these viewpoints, as mocked up,



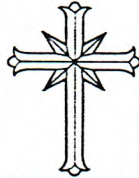
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*by*  
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FOUNDER OF DIANETICS AND SCIENTOLOGY

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1954–1956



*TO THE READER:*



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Reprinted June 1980



P.A.B. No. 82  
**PROFESSIONAL AUDITOR'S BULLETIN**  
The Oldest Continuous Publication in Dianetics and Scientology

From **L. RON HUBBARD**  
Via Hubbard Communications Office  
Brunswick House, 83 Palace Gardens Terrace, London W.8

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1 May 1956

**SCIENTOLOGY**  
**TRANSLATOR'S EDITION**

by **L. Ron Hubbard, Ph.D., C.E.**

For the next few issues of the PAB we are running a preview of the *Translator's Edition of Scientology*. It is presented not because you are in need of a translation, but because you do need at this time a tight resume of the data of Scientology AS IT SHOULD BE PRESENTED TO BASIC COURSE PEOPLE.

In a Basic Course give them this data. Give people definitions. Repeat them many times. Don't talk *about* Scientology in your lectures. *Give* them *Scientology*.

Later these materials will be a Basic Course booklet.

Here, as well, are some startling new principles you have not seen before, for since my discovery of them, there has been no written release of the data.

This information is yours to use. It is a new "shot in the arm" for Scientology. These advances have been called incredible. They are only mildly amazing.

L. RON HUBBARD

NOTE: The *Translator's Edition of SCIENTOLOGY* contains the most fundamental principles of the science in such a form that any further reader in another tongue can understand fully what was intended. The difficulties of translation are most apparent when one is asked to translate Scientology who has not had years of experience with it; a translation not based on experience is then colored by the various misunderstandings of the translator, and when the work passes, translated, into the hands of someone who is to use or study it in that tongue, the person is deprived of much of the precision of Scientology. Indeed, it is possible for even a fair translation to still exclude enough in precision of word usage to deprive the science of workability in a tongue for which it was not written originally. While it is no criticism of the English of the translator, it yet brings up the obvious point that not all translators are expert Scientologists and might omit some of the exact meanings without knowing that they had done so. TO OVERCOME THIS I have written here a *Translator's Edition*. The ENTIRE TEXT which follows and every word therein is scheduled for translation and must, each word, be literally translated into non-English text. In order to secure exact meanings all words and some phrases which are of questionable status in translation have been given in synonym several times.

This TRANSLATOR'S TEXT must then accompany and be included in all other non-English texts of whatever language; otherwise Scientology might not be found in



many respects workable and an entire language area would be without it, since it would not be understandable to it, the translator having erred somewhere in his translation.

I speak in this from experience, having seen DIANETICS and SCIENTOLOGY already in non-English tongues whose translators were not trained in the science. In engineering, bridges stand or they fall down. That is because engineering is so precise that an error in the engineering science preceding the bridge could result in calamity. Similarly, Scientology works or it doesn't work. It is not an art. It is the first Science of Humanity to have this engineering precision. Thus literary skill does not count in a translation. Smooth reading does not count. Exact meaning DOES count.

IN TRANSLATING ANYTHING IN SCIENTOLOGY TRANSLATE THIS PAPER FIRST.

Translate also the note above.

WHAT IS SCIENTOLOGY? Scientology is that branch of psychology which treats of human ability. It is an extension of DIANETICS which is in itself an extension of old-time faculty-psychology of 400 years ago. More acceptable and normal psychology, such as that begun by St. Thomas Aquinas and extended by many later authors, was in 1879 interrupted severely by one Professor Wundt, a Marxist at Leipzig University in Germany. This strange man, in agreement with Marx, conceived that Man was an animal without soul and based all of his work on the principle that there was no "psyche" (a Greek word meaning "spirit"). Psychology, the study of the spirit (or mind) then came into the peculiar position of being "a study of the spirit which denied the spirit." For the subsequent decades, whipped on by Marxist economists and dialectic materialists, Wundtian "psychology" was taught broadly through the world. It taught that man was an animal. It taught that man could not be bettered. It taught that intelligence never changed. This slave subject, Wundtian psychology, became the standard, mainly because of the indifference or lack of knowledge of people in charge of things. Scientology is actually a new, very basic psychology in the most exact meaning of the word. It can and does change behavior and intelligence, and it can and does assist people to study life. Unlike Wundtian pseudo-psychology, it has no political axe to grind. Scientology is not teaching dialectic materialism under the heading of "psychology."

The term SCIENTOLOGY is taken from *scio* (knowing in the fullest meaning of the word) and *ology* (to study).

Scientology, used by the trained and relatively untrained person, improves the intelligence, ability, behavior, skill and appearance of people.

It is a precise and exact science.

It is employed by an AUDITOR (a Scientology practitioner) upon individuals or small or large groups of people, in their presence. The Auditor makes these people, at their choice, do various exercises, and these exercises (processes) bring about changes for the better in intelligence, behavior and general competence.

HOW IS SCIENTOLOGY USED? Scientology is employed by an Auditor (one who listens and computes) as a set of drills (exercises, processes) upon the individual, and small or large groups. It is also employed as an educational (teaching) subject. It has been found that persons can be processed (drilled) in Scientology with Scientology exercises and can be made well of many, many illnesses and can become brighter, more alert and more competent. BUT if they are only processed they have a tendency to be



overwhelmed or startled, and although they may be brighter and more competent they are still held down by an ignorance of life. Therefore it is far better to teach AND process (audit, drill) a person than only to process him. In other words the best use of Scientology is through processing and education in Scientology. In this way there is no imbalance. It is interesting that people only need to study Scientology to have some small rise in their own intelligence, behavior and competence. The study itself is therapeutic (good medicine) by actual testing.

**IS SCIENTOLOGY VALID?** Tens of thousands of case histories (reports on patients, individual records), all sworn to (attested before public officials), are in the possession of the organizations of Scientology. No other subject on earth except physics and chemistry has had such gruelling testing (proofs, exact findings). Scientology in the hands of an expert (Auditor) can cure some 70% of Man's illnesses (sicknesses). Scientology is used by some of the largest companies (business organizations) on earth. It is valid. It has been tested.

**WHERE IS THERE MORE INFORMATION ABOUT SCIENTOLOGY?** Scientology has two main organizations. One of these is the HUBBARD ASSOCIATION OF SCIENTOLOGISTS, No. 1 Brunswick House, 83 Palace Gardens Terrace, London W.8, United Kingdom. The other is the HUBBARD ASSOCIATION OF SCIENTOLOGISTS INTERNATIONAL, Post Office Box 242, Silver Spring, Maryland, U.S.A. These organizations have offices on every continent of Earth. Scientology practitioners are validated (certified, given diplomas) by these two organizations. Diplomas are given only after very exact training. A person who is skilled in Scientology has a diploma from one of the above two organizations or from the FOUNDING CHURCH OF SCIENTOLOGY in Washington, D.C., U.S.A. These offices and these people can give you more information about Scientology. The above two organizations have many books in English on the subject of Scientology and Dianetics. The company that is publishing the book you are reading may have more books in your language.

**WHO INVENTED SCIENTOLOGY?** Scientology was discovered (found), not invented (created). It was organized by L. Ron Hubbard, an American, who has many degrees and is very skilled by reason of study. Sometimes Wundtian psychologists defend themselves by saying Hubbard is insane; actually the Chicago Psychological Institute, a Wundtian organization gave Hubbard many tests at his own request in January of 1951 and found him unusually bright and extremely sane. Hubbard was trained in nuclear physics at George Washington University in Washington, D.C. before he started his studies about the mind. This explains the mathematical precision of Scientology. Doctor Hubbard has been given many honors for his work in the field of the mind. He has been assisted by one of the most numerous organizations in the field of the mind on Earth today, the organizations of Dianetics and Scientology. Scientology organizations contain more members than all other mental health organizations combined.

**CAN A PERSON WITHOUT MUCH STUDY USE SCIENTOLOGY?** Scientology is practiced in daily life by enormous numbers of people who have no formal training beyond a study of textbooks. Scientology was developed to be used by such people as well as by the trained practitioner. A person studying by himself from textbooks can use Scientology both to help and to heal his fellow human beings.

**WHAT SPECIAL USE DOES SCIENTOLOGY HAVE?** Scientology does things for people where nothing has been done before. It makes them well from illnesses which were once considered hopeless. It increases their intelligence. It changes their competence and betters their behavior. In addition to these it brings them a better understanding of life. One outstanding thing which it does: it alleviates burns received from atomic bombs. Scientology is the only specific (cure) for radiation (atomic bomb) burns. Scientology processing given to persons burned by radiation can alleviate



the majority of the difficulty. This is true even when the person so treating (auditor) is not completely trained.

## BASIC PRINCIPLES

Like engineering, Scientology has certain basic principles. These are necessary to a full understanding of the subject. It is not enough to know how to process (drill) people in Scientology. To be effective (good) one must also know the basic principles. Scientology is very exact. The humanities (human studies) of the past were full of opinions. Scientology is full of facts that work.

To study Scientology one should scan (skim) quickly through the basics and find something with which one can agree. Having found ONE THING (one fact) with which he can agree, he should then skim through again and find another fact. He should continue to do this until he feels some friendliness to the subject. When he has achieved this, and only when he has achieved this, he should then study all the basic principles. There is no effort here to be authoritarian (opinionated). No one will try to make the subject difficult except yourself.

You may have been taught that the mind (the spirit, the brain) is a very difficult thing to know about. This is the first principle of Scientology: It is possible to know about the mind.

## THE CYCLE OF ACTION

The most fundamental idea in Scientology is called the CYCLE OF ACTION.

CYCLE = a span of time with a beginning and an end; = a section of the totality of time with a beginning and an end; = in beginningless and endless time one can set out periods which do have a beginning and an end insofar as action is concerned.

ACTION = motion or movement; = an act; = a consideration that motion has occurred. In very ancient books it is written that from chaos came a birth, from birth there was growth, when growth was achieved there was then a gradual decay, the decay then ended in death, after death there was chaos.

Scientology expresses this more briefly. THE CYCLE OF ACTION IS AN APPARENCY AS FOLLOWS: CREATE, then SURVIVE, then DESTROY; or Creation, Survival, Destruction. First there is Creation. Then this is followed by Survival. Then this is followed by Destruction.

APPARENCY = appears to be as distinct from actually IS.

This cycle is only an APPARENCY. It is what we see, what we behold, what we believe. We CONSIDER (think, believe, suppose, postulate) that it is so and we then see it so.

A child is born, he grows, he reaches manhood, he grows old, he dies. In Scientology it can be seen that none of these steps are necessary. One considers them so and so they are true. A man can grow old quickly or slowly. He grows old to the degree that he believes he is growing old. Because everyone AGREES that this is the way things are, they go that way. The cycle is not TRUE. It is only APPARENT. It is APPARENT because we believe we see it. It is APPARENT because we AGREE that it should be so.

The test of this principle is as follows: By using the CYCLE OF ACTION can we make anyone well or more intelligent? Thousands of tests have proven that the use of



and belief in the CYCLE OF ACTION has made none well or intelligent. Therefore, no matter if we see it, there must be something wrong with it. The woman, growing old, wishing to appear younger, is protesting this CYCLE OF ACTION. She feels there is something wrong with it. There is. We have to find out what the ACTUAL cycle is before we can make people better.

ACTUAL = what is really true; = that which exists despite all apparencies; = that which underlies the way things seem to be; = the way things really are.

THE ACTUAL CYCLE OF ACTION is as follows: CREATE, create-create-create, create-counter-create, no creation, nothingness.

CREATE = make, manufacture, construct, postulate, bring into beingness.

Create-create-create = create again continuously one moment after the next.

Create-counter-create = to create something against a creation; = to create one thing and then create something else against it.

No creation = an absence of any creation; = no creative activity.

An ACTUAL cycle of action, then, consists of various activities but each and every one of them is creative. The cycle of action contains an APPARENCY of SURVIVAL but this is actually only a continuous creation. The APPARENT cycle of action contains DESTRUCTION but the ACTUAL cycle of action tells us what destruction is; DESTRUCTION is one of TWO activities. DESTRUCTION is in terms of action a creation of something against a creation of something else. For example, a wall is seen standing; to be apparent it is necessary that the wall be constantly created; the act of "destruction" is to exert against the wall another creativeness, the action or activity of knocking the wall down; both the wall standing there and the action of knocking it down are "creative" actions. Because we may object to (argue against, dislike) a wall being knocked down we vilify (swear at, scorn) the creativeness involved in knocking it down with the word "destructive." ACTUALITY tells us that there is no such thing as destruction; there is only creation against a creation. There is another "type of destruction" and this is NO MORE CREATION. By no longer being a party to (a member of) the wall's creation, the wall, in theory, can cease to exist for one. This is true in ACTUAL PRACTICE in Scientology.

REALITY is the way things appear. REALITY IS APPARENCY. To do anything about reality, one must search into and discover what underlies the APPARENCY. Of what does REALITY consist (what is Reality composed of)? We SEE an APPARENCY which has the CYCLE OF ACTION of CREATE-SURVIVE-DESTROY. More basically (fundamentally, underlying experience) this CYCLE OF ACTION contains nothing but CREATION.

If one stops making something, it no longer exists. If one ceases to create, there is nothingness. When one creates something or beholds something which is created, that thing is still being created. Even if one is creating something with his left hand and has forgotten about it with his right hand, the thing still exists. In other words one can create something without knowing it is still being created. Then he seeks to DESTROY it by a counter-creation (a creation against it). The result is a chaos created by two opposing creations.

LET US BE PRACTICAL. A science is not a science unless it is practical. A theory is no good unless it works. All the fancy and beautiful theory in the world is useless unless it has a use or a workability. Is this CYCLE OF ACTION THEORY USEFUL? It is. So long as we believe that we have to destroy with force in order to destroy at all, as long as we think in terms of destruction, we have chaos.

There is CREATING AND KNOWING ONE IS CREATING. There is CREATING AND NOT KNOWING ONE IS CREATING. When one drives a car or a cart he does



many things (performs many acts) which he is not AWARE OF (conscious of, know about) and these we call AUTOMATIC ACTIONS. One is doing something and is not aware that he is doing it. He starts to create something, then places this thought still active beyond his own reach and the creation continues to occur. KNOWINGLY CREATING SOMETHING is always the first condition. One can then purposefully CONTINUE THE CREATION UNKNOWINGLY. Everything he is doing knowingly or unknowingly he is doing here and now, in the present instant, in present time. He KNOWINGLY STARTED THE CREATION in some PAST moment. But the Creation is being done in the present moment. To stop any creation it can be established that one once knew he was creating it, and that thought found and made known again, OR ONE CAN SIMPLY CREATE NEWLY AND CONSCIOUSLY WHAT HE IS ALREADY CREATING UNCONSCIOUSLY (unknowingly). In either case the creation stops. The WRONG WAY is to start a new creation to counter against the old creation; when one does this he gets confusion and chaos.

FOR EXAMPLE a man has a bad leg. He is trying to "get well." He seeks then to create a good leg. He goes to doctors and wants to be healed. The treatment is difficult and usually somewhat unsuccessful in the case of a very severely crippled leg. SOMETHING is creating a bad leg. Against this he is creating a good leg. The result is confusion and a bad leg. BUT a THIRD creativeness is present. First something was creating, we hope, a good leg. Then a counter-creation (such as an accident to his leg) counter-created a bad leg. Now he is trying to counter-create again a good leg. The result is to wipe out THE ORIGINAL GOOD LEG since THAT IS THE CREATION HE IS TAKING OVER AND EXPOSING WITH HIS EFFORTS TO GET WELL. He wants a good leg. The trouble with him is the counter-creation of a bad leg. The test is factual. Have him create (by a certain Scientology process) bad legs until the counter-creation of bad legs is wiped out and the ORIGINAL CREATION OF A GOOD LEG WILL REAPPEAR. This only fails when there is no original creation of a good leg, when this is gone.

FOR EXAMPLE a man has a job. He works at it. That is to say he create-creates a job throughout the days, weeks and years. As long as he makes a job, the job exists. One day he DEPENDS upon (takes for granted) this job. He no longer creates it. It ceases to exist. He has no job. The APPARENCY is that he loafed (became lazy) and was discharged. The ACTUALITY is that he no longer created a job and so didn't have one.

FOR EXAMPLE a man depends upon a woman to keep his house for him. One day he no longer has a woman. He can't keep house EVEN THOUGH BEFORE HE MARRIED THE WOMAN HE COULD KEEP HOUSE.

FOR EXAMPLE a man is sane. He gets the idea (creates the idea) that it would be better to be insane. He starts to go insane (having created it) and then does numberless things in order to stay sane. Here he was already creating the state of sanity. He counter-created insanity. He then counter-created sanity against insanity.

CREATION IN THIS WORK may be thought to exclude God. We are here considering only those things which MAN or Man as a spirit can make or manufacture or think. The subject of WHO or WHAT is doing the creation does not invalidate the cycle. This is a work on the subject of the mind, not a work on the subject of the Supreme Being.

There are many tests for these principles in SCIENTOLOGY. Such tests come under the heading of PROCESSING.

(Continued in PAB 83 on next page.)

L. RON HUBBARD



From L. RON HUBBARD  
Via Hubbard Communications Office  
Brunswick House, 83 Palace Gardens Terrace, London W.8

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8 May 1956

SCIENTOLOGY  
TRANSLATOR'S EDITION

by L. Ron Hubbard, Ph.D., C.E.

*Continued from PAB 82*

THE CONDITIONS OF EXISTENCE

There are three conditions (circumstances, qualities) of existence (apparency, reality, livingness).

These three conditions comprise (make up, constitute) life.

They are BE, DO and HAVE.

THE CONDITION OF BEING is defined as the assumption (choosing) of a category of identity. It could be said to be the role in a game and an example of beingness could be one's own name. Another example would be his profession. Another example would be his physical characteristics. Each or all of these things could be called his *beingness*. Beingness is assumed by oneself or given to oneself, or is attained. For example, in the playing of a game each player has his own beingness.

THE SECOND CONDITION OF EXISTENCE IS DOING. By doing we mean action, function, accomplishment, the attainment of goals, the fulfilling of purpose, or any change of position in space.

THE THIRD CONDITION IS HAVINGNESS. By havingness we mean owning, possessing, being capable of commanding, positioning, taking charge of objects, energies or spaces.

The essential definition of having is to be able to touch or permeate or to direct the disposition of.

The game of life demands that one assume a beingness in order to accomplish a doingness in the direction of havingness.

These three conditions are given in an order of seniority (importance) where life is concerned. The ability to be is more important than the ability to do, the ability to do is more important than the ability to have. In most people all three conditions are sufficiently confused (chaotic, baffling) that they are best understood in reverse order.



When one has clarified (brought order into) the idea of possession or havingness, one can then proceed to clarify doingness for general activity, and when this is done one understands beingness or identity.

It is an essential to a successful existence that each of these three conditions be clarified and understood. The ability to assume or to grant (give, allow) beingness is probably the highest of human virtues. It is even more important to be able to permit (allow) other people to have beingness than to be able oneself to assume it.

## THE EIGHT DYNAMICS

As one looks out across the confusion which is life or existence to most people, one can discover eight main divisions, to each one of which apply the conditions of existence. Each division contains a cycle of action.

There could be said to be eight urges (drives, impulses) in life. These we call DYNAMICS. These are motives or motivations. We call them THE EIGHT DYNAMICS.

There is no thought or statement here that any one of these eight dynamics is more important than the others. While they are categories (divisions) of the broad game of life they are not necessarily equal to each other. It will be found amongst individuals that each person stresses one of the dynamics more than the others or may stress a combination of dynamics as more important than other combinations.

The purpose in setting forth this division is to increase an understanding of life by placing it in compartments. Having subdivided existence in this fashion each compartment can be inspected as itself and by itself in its relationship to the other compartments of life. In working a puzzle it is necessary to first take pieces of similar color or character and place them in groups. In studying a subject it is necessary to proceed in an orderly fashion. To promote this orderliness it is necessary to assume for our purposes these eight arbitrary compartments of life.

THE FIRST DYNAMIC—is the urge toward existence as one's self. Here we have individuality expressed fully.

THE SECOND DYNAMIC—is the urge toward existence as a sexual or bisexual activity. This dynamic actually has two divisions. Second Dynamic (a) is the sexual act itself and the Second Dynamic (b) is the family unit including the rearing of children.

THE THIRD DYNAMIC—is the urge toward existence in groups of individuals. Any group or part of an entire class could be considered to be a part of the Third Dynamic. The school, the society, the town, the nation are each part of the Third Dynamic and each one is a Third Dynamic.

THE FOURTH DYNAMIC—is the urge toward existence as mankind. Whereas the white race would be considered a Third Dynamic, all the races would be considered the Fourth Dynamic.

THE FIFTH DYNAMIC—is the urge toward existence of the animal kingdom. This includes all living things whether vegetable or animal. The fish in the sea, the beasts of the field, or of the forest, grass, trees, flowers or anything directly and intimately motivated by life.

THE SIXTH DYNAMIC—is the urge toward existence as the physical universe. The physical universe is composed of matter, energy, space and time. In Scientology we take the first letter of each of these words and coin a word MEST.



THE SEVENTH DYNAMIC—is the urge toward existence as or of spirits. Anything spiritual, with or without identity, would come under the heading of the Seventh Dynamic.

THE EIGHTH DYNAMIC—is the urge toward existence as Infinity. This is also identified as the Supreme Being. It is carefully observed here that the *science* of Scientology does not intrude into the Dynamic of the Supreme Being. This is called the Eighth Dynamic because the symbol of infinity stood upright makes the numeral “8.”

The earlier science Dianetics included Dynamics one to four. Scientology embraces Dynamics one through seven as known territory, scientifically demonstrated and classified.

The difficulty of stating the exact definitions of the Dynamics is entirely verbal. Originally the Dynamics read “the urge towards survival as—.” As the science developed it became apparent that survival was only an apparency and only one facet of existence. Both the cycle of action and the three conditions of existence belong in each Dynamic.

A further manifestation of these Dynamics is that they could best be represented as a series of concentric circles wherein the First Dynamic would be the center and each new Dynamic would be successively a circle outside it. The idea of space adjoining enters into these Dynamics.

The basic characteristic of the individual includes his ability to so expand into the other Dynamics, but when the Seventh Dynamic is reached in its entirety one will only then discover the true First Dynamic.

As an example of use of these Dynamics one discovers that a baby at birth is not perceptive beyond the First Dynamic, but as the child grows and interests extend can be seen to embrace other Dynamics. As a further example of use, a person who is incapable of operating on the Third Dynamic is incapable at once of being a part of a team and so might be said to be incapable of a social existence.

As a further comment upon the Eight Dynamics, no one of these Dynamics from One to Seven is more important than any other one of them in terms of orienting the individual. While the Dynamics are not of equal importance, one to the next, the ability of an individual to assume the beingness, doingness and havingness of each Dynamic is an index to his ability to live.

The Eight Dynamics are used in Scientology communication and should be perfectly learned as part of the language of Scientology. The abilities and shortcomings of individuals can be understood by viewing their participation in the various Dynamics.

### THE A-R-C TRIANGLE

There is a triangle of considerable importance in Scientology and understanding of it gives a much greater understanding of life, and an ability to use it.

The A-R-C triangle is the keystone of living associations. This triangle is the common denominator to all of life's activities. The first corner of the triangle is called Affinity. The basic definition of affinity is the consideration of distance, whether good or bad. The most basic function of complete affinity would be the ability to occupy the same space as something else. The word “affinity” is here used to mean love, liking or any other emotional attitude. Affinity is conceived in Scientology to be something of many facets. Affinity is a variable quality. Affinity is here used as a word with the



context "degree of liking." Under affinity we have the various emotional tones ranged from the highest to the lowest and these are, in part, serenity (the highest level), enthusiasm (as we proceed downward towards the baser affinities), conservatism, boredom, antagonism, anger, covert hostility, fear, grief, apathy. Below apathy affinity proceeds into solidities such as matter. Affinity is conceived to be comprised first of thought, then of emotion which contains energy particles, and then as a solid.

The second corner of the triangle is Reality. Reality could be defined as "that which appears to be." Reality is fundamentally agreement. What we agree to be real is real.

The third corner of the triangle is Communication. In human relationships this is more important than the other two corners of the triangle in understanding the composition of human relations in this universe. Communication is the solvent for all things. It dissolves all things.

The interrelationship of the triangle becomes apparent at once, when one asks, "Have you ever tried to talk to an angry man?" Without a high degree of liking and without some basis of agreement there is no communication. Without communication and some basis of emotional response there can be no reality. Without some basis for agreement and communication there can be no affinity. Thus we call these three things a triangle. Unless we have two corners of a triangle, there cannot be a third corner. Desiring any corner of the triangle, one must include the other two.

The triangle is conceived to be very spacious at the level of serenity and completely condensed at the level of matter. Thus to represent a scale for use one would draw a large triangle with a high part of the scale and succeeding small triangles down to a dot at the bottom of the scale.

Affinity, reality and communication are the basis of the Scientology Tone Scale which gives a prediction of human behavior as contained in the book *Science of Survival*, obtainable from the HASI.

As has already been noted, the triangle is not an equilateral triangle. Affinity and Reality are very much less important than Communication. It might be said that the triangle begins with Communication which brings into existence Affinity and Reality.

The most primitive Scientology definition of Communication is "Cause-Distance-Effect." The fundamental manual of Communication is *Dianetics, 1955!*, obtainable from the HASI.

If you would continue a strong and able communication with someone there must be some basis for agreement. There must be some liking for the person and then communication can exist. We can see, then, that simple talking and writing randomly without knowledge of this would not necessarily be communication. Communication is essentially something which is sent and which is received. The intention to send and the intention to receive must both be present in some degree before an actual communication can take place. Therefore one could have conditions which appear to be communications which were not.

Original with Scientology, as are all these concepts, the A-R-C triangle understood is an extremely useful tool or weapon in human relationships. For instance, amongst the A-R-C triangle laws a communication to be received must approximate the affinity level of the person to whom it is directed.

As people descend the tone scale they become more and more difficult to communicate with, and things with which they will agree become more and more solid;



thus we have friendly discourses high on the scale and war at the bottom. Where the affinity level is hate the agreement is solid matter and the communication . . . bullets.

(Continued in PAB 84 on page 421.)

### SOME IMPORTANT AUDITING DON'TS

It is important for all auditors to know a few don'ts in conjunction with the do's recently discovered. Havingness has been isolated as the entering wedge for any and all cases. It has been discovered that when havingness was concentrated upon, in various processes, intelligence quotient gained and personality bettered. The "Terrible Trio" as described in a recent PAB is easily the best opening wedge in a case at this time. There are, of course, some additional havingness processes under test but none of them have to date been thoroughly validated as has the "Terrible Trio."

Primary auditing "Don'ts" whether for staff auditor or for the professional auditing room all concern themselves with a conservation of havingness in the preclear in the early stages of auditing as well as the later ones. Some very astonishing things have been discovered. This follows:

1. Taking an inventory or prolonged two-way communication in opening a case have been discovered to reduce havingness sufficiently to worsen an occasional case. If immediately after the inventory two-way comm a scientometric battery was given, it would be found that the case had reduced in IQ and personality qualities. Therefore, we can assume that in some cases prolonged two-way comm and inventory at case beginning have dropped the case level, and although the case was then run many hours on havingness processes, all that happened was that the case regained the lost ground and so the final scientometric result showed "no change in case," although the case had reduced and had come back. Therefore the rudiments should be established rapidly without too much talking delay and a direct havingness process should be entered upon at once. In the case of a very pressing present time problem it is, of course, a benefit to reduce the problem thoroughly by getting problems of comparable magnitude. This, in itself, in a way is a havingness process.
2. The "Terrible Trio" run outside rather than in the auditing room has been found, in five separate cases, to produce a collapse of case. The introduction of so much space into havingness reduces havingness faster than it is built up. Therefore, the "Terrible Trio" should be run in the auditing room. Not-Knowingness about people and separateness processes, oddly enough, seem to be runnable exteriorly without involving this factor.
3. Lying processes such as "Tell me a lie about that wall" are not always havingness processes. It is left to accident which side of the counter-creation is being run by the preclear so that at times the process gets gains and sometimes does not get gains. Running "Problem of comparable magnitude" assures that one is running the creation which is countering the survival of the preclear. This is in no way dangerous. But creative processes in general are not necessarily havingness processes unless they are run "against the preclear," which is to say unless they are run as counter-creations to the creations of the preclear. "Invent something to restrict you" would be superior to "Tell me a lie about that wall."
4. The auditor should be particularly careful to inquire into how or what the pre-clear is doing. The "Terrible Trio" has failed on occasion, but when the case has been looked into by another auditor, it has been discovered that the process was not understood by the preclear and was not "the least" by the auditor. An



example of this was a case which was permitted to run the "Terrible Trio" for many hours without gain which, on investigation, demonstrated that the preclear was assuming that she could have objects similar to the objects she was looking at if she bought them and on this via she was continuing the process. The auditor did not talk with the preclear enough to understand what the preclear was actually doing with the process. One must not forget that golden maxim "Find out what the preclear is doing with the command."

### CAN'T HAVE PROCESSES

Remembering the old dichotomies, it becomes obvious that if havingness is so important in auditing, negative havingness would also have its role somewhere in processes.

It could be said to be true that withheld communication is the single and sole reason for the accumulation of ridges and barriers. However, who withholds this communication? For the principle for withheld communication to exist, it must have been initiated originally by the preclear himself. If we run communications being withheld from a preclear we hit a reduction in havingness or draw a blank. If we run the preclear withholding communication from another, we tend to profit. It is not necessarily true that havingness will gain immediately and automatically by running out the communications the preclear has withheld, for a good deal depends on how the preclear is doing the process.

Havingness could be said to be the result of withheld communication. Just as too much communication will as-is any havingness, so withholding communication will accumulate havingness. This is a sort of an automatic accumulation mechanism. It is true that a thetan can simply mock up masses—there is no reason why there should be a modus operandi accumulation of masses beyond the fact that there is one: withheld communication.

When a person has too little havingness he tends to conserve what havingness he has by withholding communication. You will discover that only low-havingness persons fail to acknowledge or engage in good communication. Should a low-havingness person acknowledge or originate too frequently his havingness would be reduced accordingly. He is restrained from communicating, then, by the sensations consequent to a reduction of his havingness.

Well below the level of communication as such, we have restrained havingness. This is a sub-order of withheld communication. An individual who refuses to let other individuals have things is himself apt to reduce his own havingness accordingly. The mechanism whereby this takes place is a very interesting one. We recall the "winning valence" aspect of cases. We find in Book I that the individual losing is apt to assume the valence of the person who won.

The "winning valence" is a synthetic valence. It is not actually the personality of the person who won. It is the individual's mock-up of that person which is diminished or augmented by other people's opinions and by one's own postulates.

Let us conceive the following circumstance: A little baby with a habitually angry father has many times on the approach of the father stated more or less to himself, "He can't have this body." Yet father in the final analysis wins. The baby grows to assume, at length, the valence of father. This is a synthetic valence. It is not father's actual personality. It is the personality the baby has observed the father to have. This synthetic valence is salted with the baby's "can't have" postulates. In other words, this winning valence of father is corrupted by many can't-have postulates which were not father's. In view of the fact that these postulates consist of forbidding the father to



have the baby, the assumption of the "winning valence" of father results in the assumption of postulates that the person cannot have himself back. He is trapped by "can't have" of his own manufacture.

Just as the baby was the cause of his own effect and just as he suffered from this, so do all winning valences forbid the return to identity, since somewhere in the anatomy of the winning valence is the individual's own postulate that the winning valence cannot have the individual. Thus we have the continuous struggle on the part of people to "be themselves" which trouble is of little avail.

On the basis of this rationale, some tests have already been conducted, but the matter is in no wise completed. This is then given as an advanced look-in on some forward research.

Selecting categories, which is the Eight Dynamics, and selecting them as they seem to be put forward by the preclear—introducing as little arbitrary selection by the auditor as possible and leaving it up to the preclear—one asks what these categories can't have. One does not stress "from you" but he certainly doesn't stress what the individual himself "can't have" for to do so would be to make the individual postulate against himself.

Let us suppose that the preclear's a man and that the category "women" has been chosen. The auditing question would then be "Tell me something that women can't have." On the male preclear, of course, "Tell me something that men can't have" would also be runnable, since the truth of the matter is the preclear is not a male but has a male body.

On early tests it does not seem to be reductive of havingness to run this process. If this were so I would guess that the process would have to be alternated with such a process as the "Terrible Trio," but this has not yet been necessary.

If we are trying to return the preclear to himself it would seem that "can't have" would best assist the reassumption of one's own identity by the above rationale.

Let me know how you progress with this.

## TEACHING THE BASIC COURSE

All qualified auditors should now be running a Basic Course in Scientology. It has been found on test that these courses, through supplying stable data to a student, align many of his confusions and so give rise to an increase in IQ (Intelligence Quotient) and an improvement in the personality traits. *This is the way to get a better world* and also would give rise to a great deal of interest in your area in the subject. If you have not started your Basic Course you should get moving on this right away. ▢

## LRH TAPE LECTURE

London, England

5 May 1955



From L. RON HUBBARD  
Via Hubbard Communications Office  
163 Holland Park Avenue, London W.11

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16 September 1955

### SELLING

It is completely fantastic that we have to *sell* Dianetics and Scientology. Yet we do.

If this is so, then why, and how?

The world does not know that there is any hope for the mind, the spirit, the intelligence level, weariness and disability. If you talk to a group all about the mechanics of the spirit and fail to talk to them about "There is some hope for it," you've overshot, and right there you have "entered the public case" too high. Its data level does NOT include SOMETHING CAN BE DONE ABOUT IT.

The careless driver, the faithless wife, the negligent employee are all severe problems. You could confront an individual beset by such problems and talk for half an hour about engrams and have him walk away without asking for help. Why? Because his entrance level is SOMETHING CAN BE DONE ABOUT IT. You'll have to sell him on that before you can sell him anything else. Does it take selling? It surely does!

The world has been promised and promised and promised for centuries, with a flop every time. Today the magazines of the cheaper variety are full of psychiatric articles about the miracles of new drugs. Even legislation states that psychiatry "cures 75 percent of its cases"; an outright lie. It knows that as soon as you promise cures you're lying. Even the Busy Business Bureaus state that the public should suspect anyone who promises a cure for anything—by which, we believe, it includes psychiatry. So your glowing statements that you can take care of it entirely are received by the beset person not at all. He's heard it before. He's spent his money on patent medicine, and medicos, and quack psychologists, or he knows somebody who has, and he knows it won't work, that there is NO HOPE.

How do we solve this impasse? We don't over-promise our beset person. We tell him that we have known such things to be helped by Scientology; that if we were persuaded, we might take a crack at it; that the thing isn't ENTIRELY hopeless, since Scientology, a brand-new science, has been handling things that couldn't be handled in the past. And we go on in this vein, a sort of two-way comm, until we bring his tone up to where he thinks maybe there IS something that can be done about it if he is very lucky and if we, fortunately, will make an effort. Show him the Code of a Scientologist. But talk to him not about WHAT you can do or HOW you can do it, but that there IS some hope in the matter these days.

Another point is to de-classify Scientology as medicine, psychology, psychoanalysis or psychiatry. Classification with these will doom your point. Your beset person, or the group you are addressing, possesses experience along these lines. Punch this

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up everywhere: SCIENTOLOGY IS THE ONLY ANGLO-SAXON-developed science of the mind and spirit. Medicine is Latin in origin. Psychology is German (Prof. Wundt, 1862). Psychoanalysis is Austrian (Freud, 1894). Psychiatry is Russian (Pavlov and others in the 1890's). Scientology is an Anglo-Saxon exact science of the mind and spirit.

Another point is the goal of Scientology: Ability.

Now, in talking to a group, steer off from Para-Scientology. Lay off the whole track stuff, huh? Lay off the fantastic. And if you have some chap around who insists on telling people about these things, just note him down; he isn't working for us, fellers. The quickest way to lose a beset person or a group is to load him down with phenomena. Talk, instead, about the fact that something can be done. Talk about the fact that there IS a spiritual side to Man. Talk about the fact that Scientology solves social problems. When they are very initiate and it's all in good fun and they've also got their HPA or HCA, do what you like with the whole track. Or use it in private sessions. Don't hand it out to the public raw. It's too strong.

To establish two-way communication (as you MUST do if you are going to communicate at all), you have to talk within the UNDERSTANDING of your audience. Remember that UNDERSTANDING is the peak of ARC. And ARC includes COMMUNICATION. Communication brings about understanding, so communicate a lot. But some understanding must exist to bring about communication, so don't tell the Ladies' Aid Society about your whole track space opera and expect them to begin cheering your speech. If their mouths open at all it will be either to say "Huh?" or to snore. And they won't come back again. This is so much a fact that I want you to write and tell me who and where anytime you hear somebody spout off about whole track to new audiences or to strangers, for by this we find the boys who aren't in our camp.

Our world today, before we're well into it, believes that you live one life and get buried, and that's that; that you don't go to heaven; that mechanical gimmicks work better than men; that religion was "pie in the sky" and nobody got to eat it; that SCIENCE may or may not be beneficial; that you can't really do anything about it anyway. That's a pretty dim and inaccurate view, but that's the view, just the same.

When raising the tone of the pc, do it gently by small gradients. The rises can get spectacular, but not if you try it with rocket ships. And when you do it, you'll do it by raising his UNDERSTANDING, but if you fail it was because you jumped ABOVE his understanding and so you became unreal.

Now, the first step in auditing is not a process as such. It's FIND A PRECLEAR. And the next step is ESTABLISH THE EXISTENCE OF AN AUDITOR. That's why you don't do quite so well with mama. You haven't established the existence of an auditor. To find a preclear, you have to engage what little understanding you are confronting, and then raise it.

Asking a preclear to decide to have processing is silly. You wouldn't ask him to run Part C of SOP 8-C first, would you? No. You tell him, within his framework of understanding, that auditing is necessary to accomplish his goal, and when to report. You don't ask an audience to decide to like Dianetics or Scientology. You tell them to like it, to trust it, to learn to hope again with it. You aren't a scientist, and you don't have to be wishy-washy and indefinite about what you say. Be simple. Be decisive. Be theta.

To find a pc, you have only to establish the fact that there is hope in auditing and the existence of the auditor.



You don't have to struggle to tell people what Scientology is, what it is all about. Scientology applied the exact methods of science to the problem of the human mind and spirit, and won. It means the study of knowingness. Its immediate result in application is the bettering of ability in individuals and groups. It is a practical religion for all denominations, and doesn't require faith in anybody until they have experienced something to have faith about. It helps people who want to be helped, and if they don't want to be helped it doesn't insist on helping them. It can be used to train and control people. Its goal is freedom. It has more validated cases in its files than any other practice. It is not an authoritarian science, and is of and for the people; it belongs to the little man and woman, not to huge interests.

By using Scientology you can talk better to people, and understand people better, and get things done or keep things from getting done. Scientology caps about ten thousand years of study that began in Asia and wound up with a quarter of a century of work in the Western Hemisphere. Its practitioners are ministers. These are trained for years, in school and out. These ministers abide by a Code that couldn't be applied to the healing sciences at all by all reason of its clauses.

If people want to know a lot about Scientology, they'll have to start from scratch like you did. You do things, you don't just talk about them. When and if somebody starts running you and Scientology down, get amused, get superior, don't close terminals. Scientology is like "good roads and good weather." Everybody is for those. Somebody trying to run it down would be for bad roads and bad weather, and you appeal to that few who like things done right and running right. And so you become amused at opposition.

You don't demonstrate Scientology on somebody before an audience just to PROVE IT WORKS. You handle this problem by insisting, if you process at all, upon processing the entire group, and you use "three points in the body, three points in the room, find three points in the body" until somebody pops out. Then you smile and hand them your card, and wonder who is running at Epsom Downs next week. Talking or processing, you are in poised control of the subject and your person or audience.

I wouldn't credit it, if I were on Saturn and somebody told me you had to sell a science which gives the priceless gift of freedom to everyone, that such a stupid planet could exist. But it does, and you are on it.

Good selling,

Ron

#### LRH TAPE LECTURE

Washington, D.C.

21 September 1955

\* 5509C21    ALS-6    Postulates 1, 2, 3, 4, in Processing — a new understanding of Axiom 36



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*by*  
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## VITAL DATA ON STUDY

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD



HCO BULLETIN OF 23 JUNE AD10

Important MA  
Franchise Holders

## SPECIAL ZONE PLAN

### The Scientologist's Role in Life

Ten years ago, on about this date, I was up against third dynamic confusion of such magnitude that within a few months, I was to decide to forget organization problems and concentrate on research.

Because of this decision for years we were poorer in numbers but richer by far in knowledge.

It evidently was not enough to be able to help the basic problems of an individual. There were eight dynamics. It was necessary to take in at least some of all eight dynamics before we could be effective.

And toward the end of June in 1950, I first sensed that truth. And the maxim—bring order to your own house before you attempt order next door.

In June, 1950, the Foundations were already beginning to shatter under the enthusiastic door pounding of the public. I had built the proverbial better mousetrap and all the world was beating a path to our door—and was breaking the door down!

Yes, we could do wonders with people. Greater wonders than had been done in recent millenia. But we were ignorant beyond the first two dynamics. The moment we sought to handle the third we were done.

That was ten years ago. Within months of that date all that was left of the first organizations was rubble and newspapers blowing by in the wind.

I worked hard, and studied and researched, never friendless, often helped and worked ahead for ten years.

The First Dynamic, self, fluctuated in results and has stabilized with unsurpassed processing technology. In proof, our people are individually in better shape than any other group.

On the Second Dynamic, family and sex, we have gotten into a winning position. We know the answers to marriage, children and sex. The material isn't all published broadly enough yet even for Scientologists to know it but it's there and we're living better lives.

*The Third Dynamic, groups, is the spectacular breakthrough of today.* It's happened so gradiently we've hardly realized we have won. But observe: we have a magnificent organization. In America, England, South Africa and Australia we have just about the most wonderful organizations Man has seen for their size, cost and defensibility. Here we have achieved spectacular stability. Largely self-determined, yet co-operating smoothly these third dynamic examples compare with June, 1950, Foundations like the Royal Ballet compares with the aftermath of Hiroshima.

Just as we can represent in ourselves the grip we have on the first dynamic, so do we represent in our organizations that we have the third dynamic well in hand.



The technology of our third dynamic in organizations *and* the field is an exact one, as skilled as an auditor's know-how. And having applied it to organizations we are now applying it to the field, which is the main subject of this bulletin. You in "the field", you are about to win, too, with a complete new level of policy and action if you want it: you are about to be included "in".

The Fourth Dynamic, Mankind, is now an understood zone of operation and is declared herewith to be operational for a Scientologist. The prize of understanding Man as a racial and political species has fallen to our hand. Don't smile. I know it's an incredible announcement. But it's factual.

On the Fifth Dynamic, that of living things, I have been making headway since last year and know quite a bit now about them. Many of the secrets have dropped into our hands.

On the Sixth Dynamic, the physical universe, we have for some time stood well above what they know in physics.

On the Seventh Dynamic, the spirit, we covered this ground very thoroughly in 1953-54-55 and it's still all true but too advanced for general consumption. The best record of this was in the 1953 Philadelphia Lecture Series of 64 hours.

On the Eighth Dynamic, the Supreme Being, we have at least found the key question and in a little while we should have it answered on a demonstrable basis. Far from presumptuous it is about time somebody neither atheist nor zealot asked some questions, and arrived at some answers that have no self-interested curves in them.

So you can see where we are going and have at least a passing acquaintance with developments. Here we are with the largest fund of information of life and its patterns that has been assembled in a factual package on Earth.

Now the question is, what are we going to do with it?

Until we had the third and fourth dynamics demonstrably in hand technically we could not answer the question. We've each had his own idea of what we should be doing with it and each of these ideas is right to the degree that it's right for each of us. I have never discussed this point strongly because I did not want to shake anyone into an uncertainty. So let's say that all these ideas are right and then add a Third Dynamic Idea with which we can all agree.

Improvement is the common denominator of all our ideas. And of course each one has a zone of interest where he or she feels improvement is most needed or where he or she would be most comfortable in doing the work of improvement.

And that's the gist of this Third Dynamic Idea. It's a rather deceptive idea at first glance since we are each of us doing something of that.

But let us be far more definite. And let us expose a fallacy that has long been riding with us, as an unknown passenger.

People think of professional practitioners as doctors who, aloof from all other concerns, practise on the sick. This is a very novel idea. Dreamed up, probably, by the first lazy witch doctor and used forever thereafter by most specialists in human livingness. And here I want to as-is and banish that idea from amongst us all.

If we are doctors (by which might be meant "repairers") then we are doctors on the third and fourth dynamics and handle the first and second dynamics only to achieve better function on the third and fourth.

And true enough, most Scientologists agree, I think, with this concept. But it itself is as new and novel as the idea of being a professional practitioner to individual health once was.



I believe our third dynamic organization, taking in *all* Scientologists, should go this way:

The Central Organization and Centre Scientologists should service the remaining Scientologists, doing administration, instructing and auditing. Instruction to a professional level of *all* Scientologists should be entered upon as a *must*. Central Organization and Centre Auditing should be special and referred cases and the Scientologists themselves when they want it as part of service.

Being trained and cleared need not hold up the next zone of action, though it is taken for granted that these will occur for each.

The "field auditor" should be included wholly "in" to the general activity as a large zone divided into smaller specialized zones. The "field auditor" should of course run a group some evenings (he will find he has to) and audit not only members of his family but contacts in his zone on weekends or evenings. But, as you will see, he or she is largely wasting time by trying to be an individual doctor type practitioner where he or she is only partly successful at it. Some of course will have to work full time in centres as we get into action but centres are mentioned above as a special activity along with Central Organizations.

The largest majority of Scientologists should, I feel, consider themselves as "doctors" on the third and fourth dynamics. And if we work well at this, we will have answered all our various needs and brought it off on the third and fourth as well.

Now I wouldn't be talking to you like this if I didn't feel I had this studied to a conclusion.

Consider our position: we have arrived at a very special plateau of knowledge as has been reviewed above. Data on our know-how is being codified for use in these zones of action.

Consider the position of the world. The story is often repeated on the whole track. As Mest is made to help too much, a plateau of civilization is reached in which the individual is downgraded to a number. The end of this—the lights eventually go out through lack of personal initiative and ability.

We are in a fantastic position, at the right time and place, to halt this cycle of decay and start a new one on Earth. And I believe we should overtly do so.

How?

We are masters of IQ and ability. We have know-how. Any of us could select out a zone of life in which we are interested and then, entering it, bring order and victory to it.

Of course, there's a heavy challenge in doing this. Some of the victories would be hardly won. But we would win across the world if we kept our vision bright.

The third and fourth dynamics subdivide. Any third breaks down into many activities and professions, a neighborhood, a business concern, a military group, a city government, etc, etc, etc. The fourth dynamic breaks down just now mainly to races and nations.

Now just suppose a Scientologist were to consider himself a professional only for the purposes of treating and repairing or even starting again these third and fourth zones?

See this: a housewife, already successfully employing Scientology in her own home, trained to professional level, takes over a woman's club as Secretary or some key position. She straightens up the club affairs by applying comm practice and making peace and then, incidental to the club's main function, pushes Scientology into a



zone of special interest in the club—children, straightening up marriages, whatever comes to hand and even taking fees for it—meanwhile of course going on being a successful and contributing wife.

Or this: a Scientologist, a lesser executive or even a clerk in a company, trains as a professional auditor, and seeing where the company is heading, begins to pick up its loose ends by strengthening its comm lines or its personnel abilities. Without “selling” anybody Scientology, just studies out the bogs and remedies them. If only as “an able person” he would rapidly expand a zone of control, to say nothing of his personal standing in the company. This has been and is being done steadily across the world. Now that we have presessioning, it’s easy to straighten up other people. Our unreleased technology on handling third dynamic business situations is staggeringly large. You’d be surprised how easy it is to audit seniors. They and their families have so many troubles. Or how easy it is to spot the emergency-maker and audit him.

And see this: a race is staggering along making difficulties for itself. Locate its leaders. Get a paid post as a secretary or officer of the staff of the leaders of that race. And by any means, audit them into ability and handle their affairs to bring co-operation not trouble. Every race that is in turmoil in a nation has quasi-social groups around its leaders.

And this: a nation or a state runs on the ability of its department heads, its governors, or any other leaders. It is easy to get posts in such areas unless one has delusions of grandeur or fear of it. Don’t bother to get elected. Get a job on the secretarial staff or the bodyguard, use any talent one has to get a place close in, go to work on the environment and make it function better. Occasionally one might lose, but in the large majority, doing a good job and making the environment function will result in promotion, better contacts, a widening zone.

The cue in all this is don’t seek the co-operation of groups. Don’t ask for permission. Just enter them and start functioning to make the group win through effectiveness and sanity.

If we were revolutionaries this HCO Bulletin would be a *very* dangerous document. We are not revolutionaries any more than we are doctors of sickness in individual patients. But we are not revolutionaries, we are humanitarians. We are not political. And we can be the most important force for good that the world has ever known. Who objects to a company functioning better to produce a better civilization? Who objects to a race becoming sane and a stable asset to its communities? Who objects to a neighborhood smoothing out?

Only the very criminal would object and they are relatively ineffectual *when* you can know and spot them. And there are no criminals except the mentally disabled.

So this is a challenge on the third and fourth. Almost all Scientologists are in a position to begin to help on such a programme.

And I am studying now first the popularity with you of this plan and, if great, how best to help us all achieve it. The first thing required is an understandable designation for Scientologists undertaking their portion of this Special Zone Plan. I should think the word “Counselor” is acceptable with an appropriate additional designation such as “Family Counselor” or “Company Counselor” or “Child Counselor” or “Organization Counselor”. What we would do is issue an HPA or HCA as a certificate as always and would issue a special zone certificate to any person operating in that zone after he or she had completed an additional correspondence-type briefing course covering that general zone. In other words anyone would have to have a professional certificate before he or she could be designated as a special zone counselor. The costs of obtaining such a certificate would be kept slight, no more than bare administration. The advantages of having such a designation are plain. A clerk with a certificate on the wall from the Academy of Scientology designating that he or she has been graduated as a “Company Counselor” would startle even a complacent executive into conversation about what was wrong with the place and as he was talking



to a pro auditor any scepticism would quickly fade. A pro would know! As it all starts with being a good auditor and as the additional technology is exact in any of these fields, the programme is feasible.

We are at this stage of this programme: I have found that Scientologists operate with high success on the third and fourth but that it rarely occurs to them to try it and when they do they think I want them to audit full time and they are apologetic about their attempt. I have the technology pretty well to hand and can write zone manuals. I feel we now have clearing well in hand in Central Orgs and will soon have it broadly so for Scientologists in "the field" but I do not feel we need wait on that but take it and further training in stride. I feel that we are ripe for an overt attack on the third and fourth down spiral. I feel our auditors should take advantage of their increased personal ability and should be regarded accordingly by society and its zones. I see clearly that we have to win on the third and fourth if we are to attain our goals of a better world.

The special zone plan is made possible by a slight shift of approach. Take the case of a police officer who got interested on a PE course and read some books. He tried to "sell" his chief on Scientology as a subject and was given a heavy loss. One, our PE level trainee was insufficiently schooled to be effective. Two, as a pro his approach could have been any one of several. He could have eased himself nearer a command source area in the department, or he could have taken over a pistol marksman on the force and made him a champion as we did with the Olympics team once. The slight shift is that we would have made this police officer get pro training before telling him "sell Scientology" to the force and then would have advised him to *sell it by action*, not words. Handling the familial problems of the commissioner as his driver or making the rookies gasp at how fast he could train them would be *selling by action* only. And no other kind of selling would be needed. He'd be running an evening coaching class for his fellows or superiors on Scientology in a few months and making some of *them* follow the same route. How long before he had altered the whole character, ability and effectiveness of the police force and through that how long before he would have civilized the whole approach to law enforcement in that area? For, once we have created an opening, we always avalanche to fantastically swift gains.

That's the Special Zone Plan. Several hundred thousand are ready for the first steps. Those that aren't trained as pro HPAs and HCAs could start in soon. There are special ways to get training at an Academy now. And even while awaiting this training and working toward clearing such Scientologists could begin to determine their zone goals and work on them.

Our impact on the society is already weighty. With Special Zone Plans we could move that impact up thousands of times greater and have in our present lifetimes our goals at least in part accomplished and a decent world to come back to again.

What do you think of it? Write to me in care of Central Organization HCO in your area to give me your views on the Special Zone Plan.

When you write please advise me as follows: whether you like or do not like the idea. If you like it tell me the zone you are in or would like to be in (what area do you want to help?). But whatever you say *please write* as your letter will be considered as a *note*. We have arrived at a crossroads where our action now could well affect the future history of this planet.

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L. RON HUBBARD

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The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

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L. RON HUBBARD



HCO BULLETIN OF 24 NOVEMBER 1965

Remimeo  
Required for  
Level IV Students  
To Review Auditors

#### LEVEL IV

### SEARCH AND DISCOVERY

Prerequisite: A Knowledge of Ethics  
Definitions and Purposes.

The process called Search and Discovery requires as well a good knowledge of Ethics.

One must know what a SUPPRESSIVE PERSON is, what a POTENTIAL TROUBLE SOURCE is and the mechanism of how and why a case Roller Coasters and what that is. All this data exists in Ethics policy letters and should be studied well before one attempts a "Search and Discovery" or further study of this HCOB. Ethics is not merely a legal action—it handles the whole phenomena of case worsening (Roller Coaster) after processing and without this technology an auditor easily becomes baffled and tends to plunge and squirrel. The *only* reason a case Roller Coasters after good standard auditing is the PTS phenomena and a Suppressive is present.

#### THREE TYPES

There are Three Types of PTS.

Type One is the easy one. The SP on the case is right in present time, actively suppressing the person.

Type Two is harder for the *apparent* Suppressive Person in present time is only a restimulator for the actual suppressive.

Type Three is beyond the facilities of orgs not equipped with hospitals as these are entirely psychotic.

#### HANDLING TYPE ONE PTS

The Type One is normally handled by an Ethics Officer in the course of a hearing.

The person is asked if anyone is invalidating him or his gains or Scientology and if the pc answers with a name and is then told to handle or disconnect from that person the *good indicators* come in promptly and the person is *quite* satisfied.

If however there is no success in finding the SP on the case or if the person starts naming Org personnel or other unlikely persons as SP the Ethics Officer must realize that he is handling a Type Two PTS and, because the Auditing will consume time, sends the person to Tech or Qual for a Search and Discovery.

It is easy to tell a Type One PTS from a Type Two. The Type One brightens up at once and ceases to Roller Coaster the moment the present time SP is spotted. The pc ceases to Roller Coaster. The pc does not go back on it and begin to beg off. The pc does not *begin* to worry about the consequences of disconnection. If the pc does any of these things, then the pc is a Type Two.

It can be seen that Ethics handles the majority of PTSs in a fast manner. There is no trouble about it. All goes smoothly.



It can also be seen that Ethics cannot afford the time to handle a Type Two PTS and there is no reason the Type Two should not pay well for the Auditing.

Therefore, when Ethics finds its Type One approach does not work quickly, Ethics must send the person to the proper division that is handling Search and Discovery.

## TYPE TWO

The pc who isn't sure, won't disconnect, or still Roller Coasters, or who doesn't brighten up, can't name any SP at all, is a Type Two.

Only Search and Discovery will help.

## SEARCH AND DISCOVERY

The first thing to know is that CASE WORSENING IS CAUSED ONLY BY A PTS SITUATION.

There never will be any other reason.

As soon as you doubt this datum and think about "other causes" or try to explain it some other way you no longer prevent cases from worsening and no longer rescue those who have worsened.

The second thing to know is that A SUPPRESSIVE IS ALWAYS A PERSON, A BEING OR A GROUP OF BEINGS. A suppressive is *not* a condition, a problem, a postulate. Problems and Counter-Postulates come into the matter but the SP as a being or group must always be located as a being or a group, not as merely an idea. As the technology is close to and similar to that of a service facsimile, a poorly trained auditor can get confused between them and produce a condition he says is the cause. Persons who cannot confront and who therefore see persons as ideas not people are the ones most likely to fail in doing Search and Discovery.

The third thing to know is that there can be an actual SP and another person or being similar to the actual one who is only an apparent SP.

An *actual* SP actually suppresses another.

An *apparent* SP only reminds the pc of the actual one and so is restimulated into being a PTS.

The *actual* SP can be in present time (Type One PTS) or is in the past or distant (Type Two PTS).

The Type Two always has an *apparent* SP who is not *the* SP on the case, is confusing the two and is acting PTS only because of restimulation, not because of suppression.

Search and Discovery as a process is done exactly by the general rules of listing. One lists for persons or groups who are or have suppressed the pc. The list is complete when only one item reads on nulling and this is the item.

If the item turns out to be a group, one does a second list of who or what would represent that group, gets the list long enough to leave on nulling only one item reading, and that is the SP.

An *incident* is not a person or a group.

A condition is not a person or a group. And a group is not a person, what you want is one being.



The E-Meter signs are unmistakable and the good indicators come in strongly when the actual SP is found.

This is the entire action. It is liable to the various ills and errors of writing and nulling a list, such as overlisting, underlisting, ARC Breaking the pc by by-passing the item or getting an incomplete list. These are avoided by knowing one's business as an Auditor and being able to handle an E-Meter with skill and confidence.

When one goofs on a Search and Discovery and finds the wrong actual SP the signs are the same as those where a Type Two is handled as a Type One—not sure, no good indicators, Roller Coasters again, etc.

The actual SP can be back track but it is seldom vital to go far out of PT and usual for a lifetime person to turn up.

Done correctly the pc's good indicators come in at once, the pc cognites, the meter reacts very well with Blowdowns and repeated long falls, and the pc ceases to Roller Coaster.

Care should be taken not to get too enthusiastic in going far back track on the pc as you run into whole track implants etc, easily handleable only at Level V. The pc can get "over whumped" if you go too far back and you'll wish you hadn't. This normally happens however, only when the pc has been ARC Broken by the Auditor, when the right item has been by-passed and the list is overlong, or when 2 or 3 items are still reading on the list (incomplete list).

Locating a Service Facsimile is quite similar to Search and Discovery but they are different processes entirely.

Only the doingness is similar. In Search and Discovery the end product is a *being*. In Service Facsimile the end product is an item or concept or idea. Don't get the two mixed.

### HANDLING TYPE THREE

The Type Three PTS is mostly in institutions or would be.

In this case the Type Two's *apparent* SP is spread all over the world and is often more than all the people there are—for the person sometimes has ghosts about him or demons and they are just more apparent SPs but imaginary as beings as well.

All institutional cases are PTSs. The whole of insanity is wrapped up in this one fact.

The insane is not just a bad off being, the insane is a being who has been overwhelmed by an actual SP until too many persons are apparent SPs. This makes the person Roller Coaster continually in life. The Roller Coaster is even cyclic (repetitive as a cycle).

Handling an insane person as a Type Two might work but probably not case for case. One might get enough wins on a few to make one fail completely by so many losses on the many.

Just as you tell a Type Two to disconnect from the actual SP (wherever found on the track) you must disconnect the person from the environment.

Putting the person in a current institution puts him in a Bedlam. And when also "treated" it may finish him. *For he will Roller Coaster from any treatment given*, until made into a Type Two and given a Search and Discovery.

The task with a Type Three is *not* treatment as such. It is to provide a relatively safe environment and quiet and rest and no treatment of a mental nature at all. Giving



him a quiet court with a motionless object in it might do the trick if he is permitted to sit there unmolested. Medical care of a very unbrutal nature is necessary as intravenous feeding and soporifics (sleeping and quietening drugs) may be necessary, such persons are sometimes also physically ill from an illness with a known medical cure.

*Treatment* with drugs, shock, operation is just more suppression. The person will not really get well, will relapse, etc.

Standard Auditing on such a person is subject to the Roller Coaster phenomena. They get worse after getting better. "Successes" are sporadic, enough to lead one on, and usually worsen again since these people are PTS.

But removed from apparent SPs, kept in a quiet surroundings, not pestered or threatened or put in fear, the person comes up to Type Two and a Search and Discovery should end the matter. But there will always be some failures as the insane sometimes withdraw into rigid unawareness as a final defense, sometimes can't be kept alive and sometimes are too hectic and distraught to ever become quiet, the extremes of too quiet and never quiet have a number of psychiatric names such as "catatonia" (withdrawn totally) and "manic" (too hectic).

Classification is interesting but non-productive since they are all PTS, all will Roller Coaster and none can be trained or processed with any idea of lasting result no matter the temporary miracle.

Remove a Type Three PTS from the environment, give him or her rest and quiet, do a Search and Discovery when rest and quiet have made the person Type Two.

(Note: These paragraphs on the Type Three make good a promise given in *Dianetics: The Modern Science of Mental Health* to develop "Institutional Dianetics".)

The modern mental hospital with its brutality and suppressive treatments is not the way to give a psychotic quiet and rest. Before anything effective can be done in this field a proper institution would have to be provided, offering only rest, quiet and medical assistance for intravenous feedings and sleeping draughts where necessary but not as "treatment" and where *no* treatment is attempted until the person looks recovered and only then a Search and Discovery as above under Type Two.

L. RON HUBBARD

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HCO BULLETIN OF 18 APRIL 1967

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RELIGIOUS PHILOSOPHY AND RELIGIOUS PRACTICE

(HCOB of 21 June 1960, "Religious Philosophy  
and Religious Practice" Revised)

*Scientology is a religion* by its basic tenets, practice, historical background and by the definition of the word "religion" itself. The following will help clarify the philosophical and practical aspects of religion.

*Religious practice* implies ritual, faith-in, doctrine based on a catechism and a creed.

*Religious philosophy* implies study of spiritual manifestations; research on the nature of the spirit and study on the relationship of the spirit to the body; exercises devoted to the rehabilitation of abilities in a spirit.

*Scientology is a Religious philosophy* in its highest meaning as it brings man to Total Freedom and Truth. Our Confessional relieves the being of the encumbrances which keep his awareness as a being limited to the physical aspects of life.

*Scientology is also a Religious practice* in that the Church of Scientology conducts basic services such as Sermons at Church meetings, Christenings, Weddings and Funerals.

Scientology does not conflict with other Religions or Religious Practices as it clarifies them and brings understanding of the spiritual nature of man.

Scientology has amongst its members people of all the major faiths, including many priests, bishops and other ordained communicants of the major faiths.

Scientology's closest spiritual ties with any other religion are with Orthodox (Hinayana) Buddhism with which it shares an historical lineage. But even here the relationship is based mainly on friendship and the recognition of the Being as a Spirit rather than on any organizational ties.

L. RON HUBBARD  
Founder

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This form of S & D can give an Effect question as the only possible question.

If the item found on the first list "\_\_\_\_\_ trying to do" won't word causative, word it by effect—"Who or what has tried to \_\_\_\_\_ you \_\_\_\_\_?"

The whole attempt of this S & D is to find the person or thing that has blunted the purpose of the pc.

All these S & Ds *do not set aside the standard S & D Types W, S and U*. "Type U" is the basic S & D. They are for use mainly when the pc has had a long Review history or a bad Ethics history, or is insane or suppressive. BUT using them does not evaluate the pc as down tone. They give rather magical effects on anyone.

The Purpose S & D is from earlier research and is very magical on Artists. It has the liability of having to be done sensibly, being a sort of goals assessment plus an S & D. Sometimes the goals assessment ("What are you trying to do") is magical enough to produce a floating needle. If so, don't ever go past it to the second question that uses the goal.

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Founder

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[For further data on F/N during listing see C/S Series 43, Volume VII, page 278.]

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HCO BULLETIN OF 12 MARCH 1968

Remimeo

### MISTAKES, ANATOMY OF

In the presence of Suppression, one makes mistakes.

People making mistakes or doing stupid things is evidence that an SP exists in that vicinity.

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Founder

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\*\* 6801C17 SO Weather

\*\* 6801C26 AO-4 Ron's Talk at 4th Graduation on RS (Apollo)



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HCO BULLETIN OF 6 AUGUST AD15

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All Qual Hats  
All Staff Auditor Hats  
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Div 7

QUALIFICATIONS TECHNICAL ACTIONS

THIS IS A STAR RATED TECHNICAL HAT  
FOR EXAMINERS, REVIEW AUDITORS AND  
QUAL EXECUTIVES AND IS THE STANDARD  
GUIDE FOR THEIR TECHNICAL ACTIONS

All cases that come to the Qual Division are unusual.

The solution to ALL cases that come to the Qual Division is to do the USUAL.

If you don't hold on to that datum hard, all the "unusual" cases will soon have Review doing the unusual. And the only salvation for any Qual situation is to do the USUAL.

Don't go into a dispersal because of the unusual nature of the Review cases. If they were standard they would not be in Review.

But Review *has* a standard procedure. It is an Always, invariable standard procedure. Don't audit the case, audit the procedure. If you do so YOU WILL NEVER MISS. You will only miss if you get wrapped up in how unusual it all is.

Today Case Supervision and Review actions are all very, very standard. And very, very workable. You only get in a mess with a case when you don't use standard actions.

It took more than a third of a century to find the keys to all cases. None is going to repeat all that research in the 20 minutes given to handle a case, so the best solution is to do what's known.

FORMER RELEASE CHECK

When someone buys a Former Release Rehabilitation, he first goes to Review to get a check. This *must* be a perfunctory check. If you *audit* the pc you may float a needle on the check. The Review Auditor merely puts the pc who wants a Former Release check on a meter and asks: "Have you been Released earlier?" If it reads, THAT'S the end of the check. One says, "Yes you evidently were," and adds, "Go to the Registrar and get a Former Release Rehabilitation." If it doesn't read it doesn't mean, not Former Release. THE PC MAY BE ARC BROKEN, and the meter of an ARC Broken pc may not read for the auditor. In fact an inexperienced auditor sometimes calls an ARC Broken needle a "floating needle" merely because it doesn't react to the auditor. So if the meter *doesn't* react on the question of was the pc a Former Release, all you do in Review is say, "There may be ARC Breaks around Former Release. It therefore doesn't read right now. It may read if the ARC Breaks are picked up," and sends the pc to the Registrar for Rehabilitation just the same.

In short *two* things can happen in a Former Release check. It reads. It doesn't read. In both cases send the pc to the Registrar for a Former Release Rehabilitation.

So that action is real simple.

What the pc says and does has nothing to do with it. Say what you have to to get the pc to the Registrar, but encourage no Itsa or you'll be tied up for an hour or two, working for nothing.

If the pc has already been to the Registrar and bought a Former Release Rehabilitation then after the above check send the pc to the HGC Admin.



That's *all* there is to it. You do anything else and you'll goof up everything. Start to audit the pc, invite the pc to Itsa, start picking up times or ARC Breaks and you've had it. You'll be wearing the HGC hat and costing the org money and slowing your own lines.

Believe me, do just the above and NO MORE on a "Former Release check" in Review.

Don't get all wound up in the guy's case. They're ALL different and unusual. That's no reason why a Former Release check should be unusual.

Get it?

### CASE SUPERVISOR CHECK

When the Case Supervisor sends a pc already in the HGC to Review there is only ONE standard action:

Form 26 June 1965 is done like an *assessment*, fast, no excessive Itsa.

Further, it's done NOW. The Case Supervisor wants it right away. NEVER have a "backlog" of Reviews on Case Supervisor request for Review.

Pc comes in, gets the Form done BANG. Right now. Takes 10-15 minutes. No more than that.

One puts down under recommendations what has been found on the assessment. "Pick up Cleaned Cleans" or "Auditor's Comm Cycle out, do ARC Break List 1 Auditing by List". Whatever you found you recommend it be done. Former Release gave a big read and BD. All right, put "Do Former Release Rehab," as the recommendation.

When the Case Supervisor asks for a Review of the case one ONLY does the form and does it only as an *assessment*. One does not handle any part of that form on a Case Supervisor request. And one does it straightaway. A Review "Backlog" is a disgrace. One day wait is too many. It's done *at once*. Why? Because it only takes a few minutes.

Do the form, send the pc to the Examiner and the Examiner returns the pc at once to the HGC or *at once* sends to Ethics if a Roller Coaster is found or no case change.

Honest, it's too easy.

If it takes anyone longer than that then it's because an *assessment* isn't being done. The form is being used for auditing! When all that's needed is an assessment.

### REVIEW TO REPAIR

When a pc is to be handled or finished off by Review, we now have a different matter.

The Review Auditor sees "Review to handle" on the slip or "Review to complete case".

This is his signal to do Form 26 June 1965 AS AN AUDITING ACTION.

Same form, different use. One now doesn't assess with the Form. One *Audits* with the Form.

This means one cleans it all up, section by section as one goes along.

ARC Break reads. Find out if it's a session ARC Break or a process ARC Break, and do the appropriate list, find it (or them) and indicate the By-Passed Charge (don't audit it by list).

If it's an environment ARC Break adapt List 1 to the environment. Locate and indicate the By-Passed Charge.



DON'T go on with ARC Break reading when Review is *handling* the pc. Clean it up.  
Clean everything else up.

Polish up the entire Form 26 June 65 and leave it all beaming.

Now do what's indicated with the case such as Former Release Rehab or flatten unflat processes.

If the case turns out on the Form to be an Ethics type, have the Examiner send to Ethics and don't do anything else after finding the pc is an Ethics type. No Case Gain in the past = SP. Roller Coaster = PTS. Leave it to Ethics to find out why. When (and if) the pc gets a clean "bill of health" from Ethics (has disconnected or whatever) Review can get the pc back again and finish up the incomplete actions outlined in this section.

In short, in "Review to handle" one handles the whole case and finishes it off.

The same form (Form 26 June 1965) can be used in two different ways: as an assessment and as an auditing list of things to handle.

### STUDENT ASSISTS

On a student assist the Review Auditor uses Form 26 June 65 as an assessment form and handles what is found on the form. The Review Auditor does not fail to do the form and also does not fail to handle what was *found during assessment* after it is done. Note, one assesses, then handles what was found. He doesn't audit the whole form. And also Review doesn't complete the case as a case. It's just an assist.

Public assists are done the same way in Review.

### DECLARE? FOR RELEASE

When the Examiner does *not* declare a pc and does not send the pc to Certs and Awards, he sends the pc to Review. (He can also, instead, send the pc to Ethics.)

When the Examiner sends a Declare? to Review, instead of Declaring, the Review Auditor does Form 26 June 65 as an assessment, locates the trouble and after the assessment is done handles what was found or indicates it's an Ethics matter.

In either case (audits or sends to Ethics) the Review Auditor hands the pc back to the Examiner. The Examiner may now send the pc to Certs and Awards to get the Release award, or to Ethics to handle the indicated Ethics matter (usually PTS situation).

But the Examiner must not send the pc back to the HGC after the Case Supervisor has said Declare? (except when the Declare? is for an earlier stage than the pc is being audited for). If anything else has to be done, Review does it.

### BASIS OF QUAL ACTIONS

You see Qual Div handles the flat ball bearings that didn't roll on the assembly line of the HGC. Qual is wholly in the flat ball bearing business. The HGC and Academy are wholly in the assembly line business, dealing in fairly round ball bearings.

So when the HGC or Academy has said that's it (either, "We can't handle" or "Declare?" or "Graduate") it's now up to Qual. If the pc or student is *not* a Release or not well skilled or the pc doesn't think he or she is a Release or the student feels he can't make it, then it's all up to Review.

Qual's tools for the student are the Assist and Cramming Section and for the pc are:

1. 26 June 65 Form.



2. Any standard process or auditing action.
3. HCO B 30 June 65 and any other Former Release Rehabilitation HCO B.

### HGC USES OF QUAL TOOLS

The HGC also uses these same tools. The Case Supervisor commonly orders one of his or her auditors to do 26 June 1965 Form.

On Power Processing and Former Release Rehab, an HGC Intensive on a pc always starts with:

1. The old pc assessment form from Dianetic days (if not already done and in hand on the pc).
2. 26 June 65 Form (if the pc has ever been audited before).

It cuts down the clutter and keeps auditors calmer and makes assignment easier when the HGC uses the Qual tools routinely and only squawks when baffled. Qual takes over on a pc if the HGC has really goofed or has mis-Declared?

The HGC assembly line considers all pcs a bit dented and runs an assembly line on the basis of "some dents in ball bearings must be handled in the HGC". When the ball bearing just *won't* roll at all in the HGC, the Case Supervisor throws in the chips and says, "To Review to Handle." If the Case Supervisor wants a check on his auditor, he says, "To Review for check." And the HGC gets the pc back.

Students and public wanting assists are sent straight to Review by the Registrar, by-passing the HGC as this is bit and piece auditing.

### THE EIGHT BIG RULES

Qual (and the HGC) are not exempt from handling the Eight Big Rules of auditing:

1. A pc must never be audited while ARC Broken. (Assessment of a list is not auditing unless one is Auditing by List meaning cleaning up each line, not looking for *the* thing on the List.)
2. A pc will make no case progress while suffering from a Present Time Problem which fixes his attention on the environment.
3. A pc with withholds will be critical, natter or blow and is out of comm.
4. A pc will worsen after auditing if connected to a Suppressive Person (and *only* worsens when so connected).
5. A pc who makes no case gains is Suppressive (and can only be handled by Power Processes and a Class VII Auditor).
6. Auditing a pc past a state of Release on the processes of that stage can make the pc's tone arm rise and bar further case gain even at upper stages of Release. (If you don't rehabilitate at least in part a 1st Stage Release that was overrun, you won't get results at the 2nd Stage or any higher stage. If you don't rehab an overrun on 2nd Stage you won't get results on Third Stage, etc. Also, a pc who went 1st Stage on R6EW won't run on 2nd Stage until the 1st Stage is found. In some cases the pc won't now run on 2nd Stage if he went 4th Stage, by-passing the lot. In short you can't by-pass free needles.)
7. A pc whose needle doesn't react to the auditor even at TA 2 or 3 may be ARC Broken, not Released.
8. An auditor's fractured Comm Cycle, unseen additives, lack of skill on a meter, attitude or false report can make a standard process not seem to work, and only these may make one work toward unusual solutions and get unreal about standard tech.



There are other rules. They are important but not as important as each of the EIGHT BIG RULES.

Therefore, the only unusual solution you ever have to take in auditing is to straighten up one of the Eight Big Rules when it's out on the pc. It is rare but can happen. Example: Pc's ARC Break is too bad to get a read on any of the lower lines of Form 26 June 65. Obviously, then, to assess Form 26 June 65 at all on a few cases you have to locate and indicate the By-Passed Charge.

In checking a free needle, finding it doesn't respond at all, one has to know by looking at the pc whether the pc is Keyed Out or ARC Broken. The only other bug here is "Dead Thetan" wherein the old "Stage 4" needle so called has *never* responded to anyone (this is obvious as the pc never got any TA in auditing either).

A pc can have such a withhold that he just chops the auditor or the course or the org. It's always a withhold that makes him chop or blow. Don't be reasonable about it—it's a technical fact.

If an auditor really knows his Eight Big Rules, he can work then very easily with a form and know what he is looking at. The eight are on Form 26 June 65, too, you know. Only Rule 7 may prevent a straightforward assessment, as the ARC Break may have to be handled before one can get on down the list with reads.

### COMMON MISTAKE

The Common Mistake of Review is to mistake a PTP or Withhold for an ARC Break.

This is easy to do. Supervisors are prone to say "Pc ARC Broken" when a pc looks nattery or gloomy.

Review, although it takes no instructions on tech from Tech, can get mixed up on this too, prompted by the Supervisor's error or the pc's own statement. SPs commonly start a Review session with "I'm ARC Broken . . . . . ." when, fact is, the SP has a big withhold or PTP.

### REPORTS

When a Review Auditor or an Examiner finds a tech mess like alter-is or the fractured comm cycle of an HGC auditor, they MUST report it to Qual Sec who MUST send in an Ethics chit on it. The chit is written by the Examiner or the Review Auditor and sent to Qual Sec for forwarding to Ethics.

ONLY in this way will Examiners or Review ever hold onto their own activities. If they don't chit gross auditing errors found in pcs or in auditing instructions then their whole larger purpose is defeated. Qual is the technical cop. Handle flat ball bearings, yes. But *also* proof up the Tech Division against having so many by reporting its goofs.

This applies to any student received also. Qual, getting a student or pc who has then to be sent to Ethics MUST chit to Ethics whoever overlooked it in Tech. When Qual finds a student who is SP or PTS who has been on course a while, Qual *must* chit the student's Course Supervisor for a big goof in having the student on course at all. Similarly, Qual chits an auditor whose pc, sent to Review, turns out to be PTS or SP. The Academy or HGC must have gone stupid to be auditing or training such a student or pc. For they bring total chaos to the assembly line. Supervisors and auditors who don't send pcs who are PTS or SP to Ethics deserve Psychiatric Awards. For they are *wrecking* the org by continuing to train or process such a person. So that's Qual's hat, too.

When Ethics won't handle a Roller Coaster or an SP and pushes the being back into the Org Qual must cable or despatch the Office of LRH Saint Hill. We have the tech on PTS and SP. We mustn't train or audit them until the condition is handled properly in Ethics (and even then we train and process them with a cynical squint in the left eye, alert for further messes from them.)



## SUMMARY

The technical activities of Qual are all standard, all laid out neatly. There are no unusual solutions if one does the usual as above.

No need to get in a panic about a case. Do the usual. If THAT doesn't work, it was done in an unusual way, wasn't it?

Qual can win all the way.

Just do the usual Qual actions on the standard Qual internal routing lines, and UP go tech standards and results.

And that's what we want, don't we?

L. RON HUBBARD

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[This HCO B has been corrected per HCO B 21 September 1965, *Qualifications Technical Actions*, the full text of which said to alter the last word in the second sentence, paragraph 3, under section entitled "Reports", from "Qual" to "Tech".]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 19 AUGUST 1965

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All Students  
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Courses  
All Staff

*Clarification of HCO Bulletin*  
3 July 1965—

MODEL SESSION REVISED

Pertaining to Level 0 training, whereas the student is to use a meter in order to familiarize himself with it and with using it in a session, he is not trained in the fine points of metering until Level II. Therefore during the training of Level 0 the Model Session as per HCO B 3 July 1965 is to be used, but the questions are actually unmetred (the student does not follow up needle reads), except for the fact that the student has a meter in front of him.

Any auditor from Class II up would, of course, meter such questions in running Level 0 processes on a preclear.

At Level 0 the student MUST know the parts of the meter and be able to recognize a floating needle and be able to record tone arm action.

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*The*  
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## VITAL DATA ON STUDY

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 28 NOVEMBER 1970

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Class VIII Chksheet

C/S Series 22

PSYCHOSIS

Through a slight change of procedure on certain preclears I have been able to view the underlying motives and mechanisms of psychosis.

Very possibly this is the first time the mechanisms which bring about insanity have been fully viewed. I must say that it requires a bit of confronting.

The alleviation of the condition of insanity has also been accomplished now and the footnote in *Dianetics: The Modern Science of Mental Health* concerning future research into this field can be considered fulfilled.

The things a C/S should know about insanity are as follows:

HIGHER PERCENT

About 15% to 20% of the human race apparently is insane or certainly a much higher percent than was estimated.

The truly insane do not necessarily act insane visibly. They are not the psychiatric obvious cases who go rigid for years or scream for days. This is observed only in the last stages or during temporary stress.

Under apparent social behavior the continual crimes knowingly committed by the insane are much more vicious than ever has been catalogued in psychiatric texts.

The actions of the insane are not "unconscious". They are completely aware of what they are doing.

All insane actions are entirely justified and seem wholly rational to them. As they have no reality on the harmful and irrational nature of their conduct it does not often register on an E-Meter.

The product of their post duties is destructive but is excused as ignorance or errors.

As cases in normal processing they roller coaster continually.

They nearly always have a fixed emotional tone. It does not vary in nearly all insane people. In a very few it is cyclic, high then low.

All characteristics classified as those of the "suppressive person" are in fact those of an insane person.

The easiest ways for a C/S to detect the insane are:

1. Pretending to do a post or duties, the real consistent result is destructive to the group in terms of breakage, lost items, injured business, etc.
2. The case is no case gain or roller coaster and is covered under "PTS symptoms".



3. They are usually chronically physically ill.
4. They have a deep but carefully masked hatred of anyone who seeks to help them.
5. The result of their "help" is actually injurious.
6. They often seek transfers or wish to leave.
7. They are involved in warfare with conflicts around them which are invisible to others. One wonders how they can be so involved or get so involved in so much hostility.

### TYPES

The German psychiatric 1500 or so "different types of insanity" are just different symptoms of the same cause. There is only one insanity and from it springs different manifestations. Psychiatry erred in calling these different types and trying to invent different treatments.

### DEFINITION

Insanity can now be precisely defined.

The definition is:

**INSANITY IS THE OVERT OR COVERT BUT ALWAYS COMPLEX AND CONTINUOUS DETERMINATION TO HARM OR DESTROY.**

Possibly the only frightening thing about it is the cleverness with which it can be hidden.

Whereas a sane person can become angry or upset and a bit destructive for short periods, he or she recovers. The insane mask it, are misemotional continuously and do not recover. (Except by modern processing.)

### THE NATURE OF MAN

Man is basically good. This is obvious. For when he begins to do evil he seeks to destroy his memory in order to change and seeks to destroy his body. He seeks to check his evil impulses by inhibiting his own skill and strength.

He can act in a very evil fashion but his basic nature then makes it mandatory that he lessens himself in many ways.

The towering "strength" of a madman is a rarity and is compensated by efforts at self-destruction.

Man's mortality, his "one life" fixation, all stem from his efforts to check himself, obliterate his memory in a fruitless effort to change his conduct and his self-destructive habits and impulses and losses of skills and abilities.

As this rationale proves out completely in processing and fits all cases observed, we have for the first time proof of his actual nature.

As only around 20% are insane, and as those who previously worked in the mental field were themselves mainly insane, Man as a whole has been assigned an evil repute. Governments, where such personalities exist, listen to the opinion of the insane and apply the characteristic of 20% to the entire hundred percent.

This gives an 80% wrong diagnosis. Which is why mental science itself was destructive when used by states.



## TECHNIQUES

The only technique available at this writing which will benefit the insane is contained in all the overt-motivator sequences and Grade II technology.

At Flag at this writing new improvement on this exists but it is so powerful that slight errors in use can cause a psychotic break in the insane. It therefore will only be exported for use by specially trained persons and this programming will require quite a while.

MEANWHILE it helps the C/S to know and use these firm rules:

ALWAYS RUN DIANETIC TRIPLES.

Never run Singles. The overt side (Flow 2) is vital. If you only run Flow 1 Motivators, the pc will not recover fully. Further running Flow 1 (Motivator only) any psychotic being processed will not recover but may even trigger into a psychotic break. If one never ran anything but motivators, psychotic manifestations would not erase.

DEPEND ON EXPANDED GRADE II TECHNOLOGY TO EASE OFF OR HANDLE THE INSANE.

Don't keep asking what's been done to him as he'll trigger.

A new discovery on this is that when you run out the motivator the person gets a higher reality on his overts. If you ran out all his motivators he would have no reason for his overts. If these are not then run out he might cave himself in.

## PATTERN OF BEHAVIOR

The APPARENT pattern of insane behavior is to come in (ask for processing, go on staff, etc) with the advertised intention of being helped or helping, then mess up either as a pc or on post, then state how bad it all is and leave. It looks obvious enough. He came, found it bad, left.

That is only the APPARENT behavior. APPARENT REASONS.

Based on numerous cases, this is the real cycle. Hearing of something good that might help these hateful awful rotten nasty people, the psycho comes in, wrecks this, upsets that, caves in this one, chops up that one and WHEN SOMEBODY SAYS "NO!" the psychotic either

(a) Caves himself in physically or

(b) Runs away.

The psychotic is motivated by intent to harm.

If he realizes he is harming things he shouldn't, he caves himself in. If he is afraid he will be found out, he runs.

In the psychotic the impulse is quite conscious.

## CONCLUSION

None of this is very nice. It is hard to confront. Even I find it so.

Freud thought all men had a hidden monster in them for he dealt mainly with the psychotic and their behavior was what he saw.

All men are not like this. The percentage that are is greater than I supposed but is a long way from all men.



Sometimes one only becomes aware of these when things are getting worked on and improved. They stay on as long as it can be made bad or there is hope it can be destroyed. Then when attention is given to improvement they blow.

Artists, writers often have these types hanging around them as there is someone or something there to be destroyed. When success or failure to destroy or possible detection appears on the scene they blow, often as destructively as possible.

Orgs are subjected to a lot of this. A psychotic sometimes succeeds in blowing off good staff. And then sooner or later realizes how evil he is acting and sickens or leaves.

The society is not geared to any of this at all. The insane walk around wrecking the place and decent people think it's "human nature" or "inevitable" or a "bad childhood".

As of this writing the insane can be handled. The proof of any pudding is the processing. And this is successful. It is also rather swift. But, as I say, it is so swift the special technique has to be done by the specially trained flubless auditor.

For a long while I've realized that we would have to be able to handle insane people as the psychiatrist is fading. I have had opportunity to work on the problem. And have it handled. Until it is fully released, the C/S will benefit greatly from knowing the above as these come on his lines far more often than he has suspected.

The insane can be helped. They are not hopeless.

I trust this data will be of use.

L. RON HUBBARD  
Founder

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[Referred to by HCO B 10 May 1972, *Robotism*, Volume VIII, page 127.]



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HCO BULLETIN OF 26 MAY 1971

Remimeo  
Basic Cse Super Hat  
D of P Hat  
C/S Hats  
Tech Sec  
Qual Sec  
Dn Cse Ch/sheet

*C/S Series 38*

TRS COURSE AND AUDITING  
MIXING MAJOR ACTIONS

With the use of TRs The Hard Way on basic courses, auditors and students, a rule must be laid down:

A PERSON ON A TR COURSE OR IN PROGRESS ON A TR CYCLE MAY NOT ALSO BE AUDITED.

And a second rule:

HGC ADMIN AND THE D OF P MUST BE INFORMED OF ENROLLMENTS ON TR COURSES OR TRS IN CRAMMING AND MUST SO MARK A PC'S FOLDER WITH DATE.

And a third rule:

IN AN ADVANCED ORG THE ADV CSE ADMIN MUST ALSO BE INFORMED OF STUDENTS ENROLLING ON A TR COURSE.

And a fourth rule:

A SIGN MUST BE PLACED IN QUAL AND IN A TR CLASSROOM "WHILE WORKING ON TRS AND UNTIL THEY ARE PASSED, DO NOT ACCEPT AUDITING." IN AN AO OR SH THIS READS "WHILE WORKING ON TRS AND UNTIL THEY ARE PASSED, DO NOT ACCEPT AUDITING OR DO SOLO."

The reason for these rules lies in the major C/S rules:

DO NOT BEGIN NEW PROGRAMS TO END OLD.

DO NOT START A NEW ACTION BEFORE COMPLETING THE EXISTING ONE.

And the auditor rule:

OBTAIN AN F/N BEFORE STARTING THE NEXT C/S ACTION. IF UNABLE TO DO SO, NEVER BEGIN THE NEXT C/S ACTION BUT END SESSION AND RETURN THE FOLDER TO THE C/S.

The surest way in the world to bog a case is to:

1. Begin a new process without obtaining an F/N on the one just run.
2. Begin a major action without completing the old one.



3. Begin a major action without setting up a case with ruds and F/Ns.
4. Begin a new program without completing the old one.
5. Start several programs without finishing any.
6. Enter a new major action into a case already in progress on another incomplete major action.

I have seen a case on as many as *five* major actions with none complete. And when I see this the first thing I take up is the first unflat incomplete program and get it finished, then the next, then the next. The case comes out all smooth.

Example: Case is on but not complete on Dianetic auditing. Switched to grades. Incomplete on grades, gets a Prog Pgm. Incomplete on a Prog Pgm, shifted to Power.

The only apparent exception is a repair. A case can be repaired if bogged PROVIDING THE ORIGINAL ACTION IS REHABBED IF O/R OR COMPLETED TO EP.

A Progress Pgm may reach EP before the *written up* program is completed.

Thus a Process Completion is defined as the END PHENOMENA of the process. A Program is complete when the END PHENOMENA of the Program is attained.

### TRs

Any course or program containing TRs 0-4, 6-9 or Admin TRs is a major program in itself. It produces case gain—if run right—and has an End Phenomenon.

Further, by actual experience when a person is on a real (not a patty-cake and weak) TR Course and is also being audited at the same time, the C/S and Auditor if they don't know the person is also on TRs can be utterly baffled and worried as the case does not run right. "What did I do?" "What C/S was wrong?" "Look, his TA is high." "Now it's low." "Last session he \_\_\_\_\_." And the C/S and auditor engage in efforts to handle the odd case behavior. But the person, unknown to them, was *also* on a real TR Course and his case was changing!

### INTERJECTED PGMS

You can also run into this same oddity with a mystic who does "bathe the body in light" every night or a wife whose husband audits her between HGC sessions or a self-auditor.

The principle is the same. The C/S and auditor are going down Wellbeing Street and hidden trucks keep dashing out of alleys and running into the pc.

### LIFE

The reason auditing should be done in intensive packages, not 1 hour a week or a session a month lies in the fact that LIFE can run a new action in on a pc.

It's a great way to waste auditing to let a pc have a session once a week. You can't even keep his ruds in if he lives in any confusions.

So nothing is done for the *case*, all the auditing goes to handle the life interjections!

### CROSS PROGRAMMING

A case runs on cycles of actions. This is true in the auditing comm cycle. It is true in a process cycle. It is true in a program cycle.

New things being crossed into old incomplete things make a sort of ARC Break situation like a cut comm cycle.



One could do everything with a process or a program OR A COURSE that you find on an L1C. It would not be very wise.

No case gain can be created by lack of a comm cycle in an auditor, lack of an action cycle in processes or messing up a program cycle.

If you don't believe it, run an L1C on a pc with "Processes" and "Programs" and "Courses" as a prefix. You'd be amazed.

Further the fellow who doesn't reach the EP of a *Course* is likely never to use that material or be faulty with the subject.

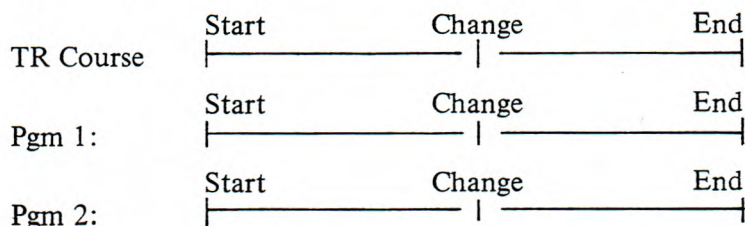
Usual study courses like admin or tech give case gain. One can carry on with auditing parallel to them. But still expect a case to change a bit by study and baffle a C/S once in a while.

But a *real* TR Course produces changes up and down and up that are not possible to *also* audit around. So they don't mix.

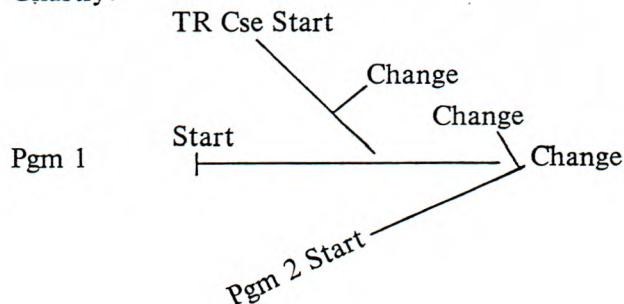
### VISUAL IDEA

To get a visual idea of this:

Optimum:



Ghastly:



Where's the End?

Why, here, of course:



Got it?



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HCO BULLETIN OF 19 JUNE 1971  
Issue III

Remimeo  
TR Course

STUDY DEFINITIONS  
FOR THE TR COURSE

**CHECKSHEET:** A list of materials, often divided into sections, that give the theory and practical steps which, when completed, give one a study completion. The items are selected to add up to the required knowledge of the subject. They are arranged in the sequence necessary to a gradient of increasing knowledge of the subject. After each item there is a place for the initial of the student or the person checking the student out. When the checksheet is fully initialed it is complete, meaning the student may now take an exam and be granted the award for completion. Some checksheets are required to be gone through twice before completion is granted.

**CHECKLIST:** A list of actions or inspections to ready an activity or machinery or object for use or estimate the needful repairs or corrections. This is erroneously sometimes called a "checksheet", but that word is reserved for study steps.

**CHECKOUT:** The action of verifying a student's knowledge of an item given on a checksheet.

**SUPERVISOR CHECKOUT:** A checkout done by the Supervisor of a course or his assistants.

**THEORY:** The data part of a course where the data as in books, tapes and manuals is given.

**PRACTICAL:** The drills which permit the student to associate and coordinate theory with the actual items and objects to which the theory applies. Practical is *application* of what one knows to what one is being taught to understand, handle or control.

**TWIN:** The study partner with whom one is paired. Two students studying the same subject who are paired to checkout or help each other are said to be "Twinned".

**TWO WAY COMM:** The precise technology of a process used to clarify data with another for the other. It is not chatter. It is governed by the rules of auditing. It is used by Supervisors to clear up blocks to a person's progress in study, on post, in life or in auditing. It is governed by the communication cycle as discovered in Scientology.

**METER CHECK:** The action of checking the reaction of a student to subject matter, words or other things, isolating blocks to study, interpersonal relations or life. It is done with an E-Meter.

**COURSE SUPERVISOR:** The instructor in charge of a course and its students.

**COURSE ADMINISTRATOR:** The course staff member in charge of the course materials and records.

**BLOW:** Unauthorized departure from an area, usually caused by misunderstood data or overts.

**LEAVE OF ABSENCE:** An authorized period of absence from a course granted in writing by a Course Supervisor and entered in the student's study folder.



have been learned. The principle of the Pink Sheet is that a student is responsible for all the material he has studied earlier. If he is unable to apply or use any of this material then the Pink Sheet is issued to remedy the situation. It gives the student a study assignment calling for re-study and checkout of the specific materials pertaining. It is a quick and precise remedy.

**TR:** Training Regimen or Routine. Often referred to as Training Drill. TRs are a precise training action putting a student through laid out practical steps gradient by gradient to teach a student to apply with certainty what he has learned.

**COACH:** To train intensively by instruction, demonstration and practice. In training drills, one twin is made the coach and the other the student. The coach, in his coaching actions, coaches the student to achieve the purpose of the drill. He coaches with reality and intention following exactly the materials pertaining to the drill to get the student through it. When this is achieved the roles are then reversed—the student becoming the coach and the coach becoming the student.

**COMPLETION:** A “completion” is the completing of a specific course or an auditing grade, meaning it has been started, worked through and has successfully ended with an award in Qual.

**SUCCESS STORY:** The statement of benefit or gains or wins made by a student or a preclear or Pre OT to the Success Officer or someone holding that post in an org.

L. RON HUBBARD  
Founder

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**ROLL BOOK:** The master record of a course giving the student's name, local and permanent address and the date of enrollment and departure or completion.

**QUAL:** The Qualifications Division (Division V of an org) where the student is examined and where he may receive cramming or special assistance and where he is awarded completions and certificates and where his qualifications as attained on courses or in auditing are made a permanent record.

**CRAMMING:** A section in the Qualifications Div where a student is given high pressure instruction at his own cost after being found slow in study or when failing his exams.

**PROGRAMMING:** The overall planning for a person of the courses, auditing and study he should follow for the next extended time period.

**STUDENT CONSULTATION:** The personal handling of student problems or progress by a qualified consultant.

**HC: A HUBBARD CONSULTANT** is skilled in testing, two-way comm, consultation, programming and interpersonal relations. This is the certificate especially awarded to persons trained to handle personnel, students and staff. These technologies and special training were developed to apply Scientology auditing skills to the field of administration especially. An HC is not an auditor but a consultant. HC is a requisite for Course Supervisors and Student Consultants.

**SCHEDULING:** The hours of a course or the designation of certain times for auditing.

**OUT:** Things which should be there and aren't or should be done and aren't are said to be "Out". I.e. "Enrollment Books are out."

**IN:** Things which should be there and are or should be done and are, are said to be "In". I.e. "We got scheduling in."

**PACK:** A pack is a collection of written materials which match a checksheet. It is variously constituted—such as loose leaf or a cardboard folder or bulletins in a cover stapled together. A pack does not necessarily include a booklet or hardcover book that may be called for as part of a checksheet.

**MANUAL:** A booklet of instruction for a certain object or procedure or practice.

**POINTS:** The arbitrary assignment of a credit value to a part of study materials. "One page equals one point." "That drill is worth 25 points."

**POINT SYSTEM:** The system of assigning and counting up points for studies and drills that give the progress of a student and measure his speed of study. They are kept track of by the student and Course Administrator and added up each week as the student's statistic. The statistic of the course is the combined study points of the class.

**FLUNK:** To make a mistake. Fail to apply the materials learned. Opposite of pass.

**DEMO KIT:** Demonstration Kit. Consists of various small objects such as corks, caps, paperclips, pen tops, batteries—whatever will do. These are kept in a box or container. Each student should have one. The pieces are used while studying to represent the things in the material one is demonstrating. It helps hold concepts and ideas in place. A demo kit adds mass, reality and doingness to the significance and so helps the student to study.

**PINK SHEET:** Pink Sheets are issued by a Course Supervisor as a corrective measure. A student is given a Pink Sheet when something earlier was missed that should



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HCO BULLETIN OF 21 JUNE 1971

Issue I

Remimeo  
TR Course

AFFINITY, REALITY AND COMMUNICATION

(Extracted from *Problems of Work & Dianetics '55!*)

There are three factors in Scientology which are of the utmost importance in handling life. These three factors answer the questions, How should I talk to people? — How can I sell people things? — How can I give new ideas to people? — How can I find out what people are thinking about? — How can I handle my work better?

We call this in Scientology the A-R-C triangle. It is called a triangle because it has three related points. The first of these points is Affinity. The second of these points is Reality. The third of these points and the most important is Communication.

By Affinity we mean emotional response. We mean the feeling of affection or lack of it, of emotion or misemotion connected with life. By Reality we mean the solid objects, the *real* things of life. By Communication we mean an interchange of ideas between two terminals. Without affinity there is no reality or communication. Without reality there is no affinity or communication. Without communication there is neither affinity nor reality. Now these are sweeping statements but are nevertheless very valuable and are true.

Have you ever tried to talk to an angry man? An angry man's communication is at a level of misemotion which repels all terminals from him. Therefore his communication factor is very low, even though very loud. He is attempting to destroy something or some other terminal, therefore his reality is very poor. Very likely what he is being angry about apparently is not what has made him mad. An angry man is not truthful. Thus it could be said that his reality, even on the subject he is attempting to voice, is poor.

There must be good affinity (which is to say affection) between two people before they are very real to each other (and reality must here be used as a gradient, with things being more real than other things). There must be good affinity between two people before they can talk together with any truth or confidence. Before two people can be real to each other there must be some communication between them. They must at least see each other, which is in itself a form of communication. Before two people can feel any affinity for each other they must, to some degree, be real.

These three terms are interdependent one upon the other, and when one drops the other two drop also. When one rises the other two rise also. It is only necessary to improve one corner of this very valuable triangle in Scientology in order to improve the remaining two corners. It is only necessary to improve two corners of the triangle to improve the third.

These three items, Affinity, Reality and Communication, can be demonstrated to equate into Understanding.

It is a truism that if we could understand all Life we would then tolerate all Life.

When we say "Life" we mean Understanding, and when we say "Understanding" we mean Affinity, Reality and Communication. To understand all would be to live at the highest level of potential action and ability. The quality of Life exists in the presence of Understanding—in the presence, then, of Affinity, Reality and Communication.



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HCO BULLETIN OF 16 AUGUST 1971  
Issue II

Remimeo  
Courses  
Checksheets

**TRAINING DRILLS MODERNIZED**

(Revises 17 APRIL 1961.

This HCO B cancels the following:

Original HCO B 17 April 1961, "Training Drills Modernized"

Revised HCO B 5 Jan 1971, "Training Drills Modernized"

Revised HCO B 21 June 1971, "Training Drills Modernized"

Issue III

HCO B 25 May 1971, "The TR Course"

This HCO B is to replace all other issues of  
TRs 0-4 in all packs and checksheets.)

Due to the following factors, I have modernized TRs 0 to 4.

1. The auditing skill of any student remains only as good as he can do his TRs.
2. Flubs in TRs are the basis of all confusion in subsequent efforts to audit.
3. If the TRs are not well learned early in Scientology training courses, THE BALANCE OF THE COURSE WILL FAIL AND SUPERVISORS AT UPPER LEVELS WILL BE TEACHING NOT THEIR SUBJECTS BUT TRS.
4. Almost all confusions on Meter, Model Sessions and Scientology or Dianetic processes stem directly from inability to do the TRs.
5. A student who has not mastered his TRs will not master anything further.
6. Scientology or Dianetic processes will not function in the presence of bad TRs. The preclear is already being overwhelmed by process velocity and cannot bear up to TR flubs without ARC breaks.

Academies were tough on TRs up to 1958 and have since tended to soften. Comm Courses are not a tea party.

These TRs given here should be put in use at once in all auditor training, in Academy and HGC and in the future should never be relaxed.

Public courses on TRs are NOT "softened" because they are for the Public. Absolutely no standards are lowered. THE PUBLIC ARE GIVEN REAL TRS—ROUGH, TOUGH AND HARD. To do otherwise is to lose 90% of the results. There is nothing pale and patty-cake about TRs.

THIS HCO B MEANS WHAT IT SAYS. IT DOES NOT MEAN SOMETHING ELSE. IT DOES NOT IMPLY ANOTHER MEANING. IT IS NOT OPEN TO INTERPRETATION FROM ANOTHER SOURCE.

THESE TRS ARE DONE EXACTLY PER THIS HCO B WITHOUT ADDED ACTIONS OR CHANGE.

*NUMBER: OT TR 0 1971*

*NAME: Operating Thetan Confronting.*

*COMMANDS: None.*



**POSITION:** Student and coach sit facing each other with eyes closed, a comfortable distance apart—about three feet.

**PURPOSE:** To train student to be there comfortably and confront another person. The idea is to get the student able to BE there comfortably in a position three feet in front of another person, to BE there and not do anything else but BE there.

**TRAINING STRESS:** Student and coach sit facing each other with eyes closed. There is no conversation. This is a silent drill. There is *NO* twitching, moving, confronting with a body part, “system” or vias used to confront or anything else added to BE there. One will usually see blackness or an area of the room when one’s eyes are closed. BE THERE, COMFORTABLY, AND CONFRONT.

When a student can BE there comfortably and confront and has reached a *major stable win*, the drill is passed.

**HISTORY:** Developed by L. Ron Hubbard in June 71 to give an additional gradient to confronting and eliminate students confronting with their eyes, blinking, etc. Revised by L. Ron Hubbard in August 1971 after research discoveries on TRs.

**NUMBER:** TR 0 CONFRONTING REVISED 1961

**NAME:** Confronting Preclear.

**COMMANDS:** None.

**POSITION:** Student and coach sit facing each other a comfortable distance apart—about three feet.

**PURPOSE:** To train student to confront a preclear with auditing only or with nothing. The whole idea is to get the student able to be there comfortably in a position three feet in front of a preclear, to BE there and not do anything else but BE there.

**TRAINING STRESS:** Have student and coach sit facing each other, neither making any conversation or effort to be interesting. Have them sit and look at each other and say and do nothing for some hours. Student must not speak, blink, fidget, giggle or be embarrassed or anaten. It will be found the student tends to confront WITH a body part, rather than just confront, or to use a system of confronting rather than just BE there. The drill is misnamed if Confronting means to DO something to the pc. The whole action is to accustom an auditor to BEING THERE three feet in front of a preclear without apologizing or moving or being startled or embarrassed or defending self. Confronting with a body part can cause somatics in that body part being used to confront. The solution is just to confront and BE there. Student passes when he can just BE there and confront and he has reached a *major stable win*.

**HISTORY:** Developed by L. Ron Hubbard in Washington in March 1957 to train students to confront preclairs in the absence of social tricks or conversation and to overcome obsessive compulsions to be “interesting”. Revised by L. Ron Hubbard April 1961 on finding that S.O.P. Goals required for its success a much higher level of technical skill than earlier processes. Revised by L. Ron Hubbard in August 1971 after research discoveries on TRs.

**NUMBER:** TR 0 BULLBAIT REVISED 1961

**NAME:** Confronting Bullbaited.

**COMMANDS:** Coach: “Start” “That’s it” “Flunk”.

**POSITION:** Student and coach sit facing each other a comfortable distance apart—about three feet.



*PURPOSE:* To train student to confront a preclear with auditing or with nothing. The whole idea is to get the student able to BE there comfortably in a position three feet in front of the preclear without being thrown off, distracted or reacting in any way to what the preclear says or does.

*TRAINING STRESS:* After the student has passed TR 0 and he can just BE there comfortably, "bull baiting" can begin. Anything added to BEING THERE is sharply flunked by the coach. Twitches, blinks, sighs, fidgets, anything except just being there is promptly flunked, with the reason why.

*PATTER:* Student coughs. Coach: "Flunk! You coughed. Start." This is the whole of the coach's patter as a coach.

*PATTER AS A CONFRONTED SUBJECT:* The coach may say anything or do anything except leave the chair. The student's "buttons" can be found and tromped on hard. Any words not coaching words may receive *no* response from the student. If the student responds, the coach is instantly a coach (see patter above). Student passes when he can BE there comfortably without being thrown off or distracted or reacting in any way to anything the coach says or does and has reached a *major stable win*.

*HISTORY:* Developed by L. Ron Hubbard in Washington in March 1957 to train students to confront preclears in the absence of social tricks or conversation and to overcome obsessive compulsions to be "interesting". Revised by L. Ron Hubbard April 1961 on finding that S.O.P. Goals required for its success a much higher level of technical skill than earlier processes. Revised by L. Ron Hubbard in August 1971 after research discoveries on TRs.

*NUMBER: TR 1 REVISED 1961*

*NAME:* Dear Alice.

*PURPOSE:* To train the student to deliver a command newly and in a new unit of time to a preclear without flinching or trying to overwhelm or using a via.

*COMMANDS:* A phrase (with the "he said's" omitted) is picked out of the book "Alice in Wonderland" and read to the coach. It is repeated until the coach is satisfied it arrived where he is.

*POSITION:* Student and coach are seated facing each other a comfortable distance apart.

*TRAINING STRESS:* The command goes from the book to the student and, as his own, to the coach. It must not go from book to coach. It must sound natural not artificial. Diction and elocution have no part in it. Loudness may have.

The coach must have received the command (or question) clearly and have understood it before he says "Good".

*PATTER:* The coach says "Start", says "Good" without a new start if the command is received, or says "Flunk" if the command is not received. "Start" is not used again. "That's it" is used to terminate for a discussion or to end the activity. If session is terminated for a discussion, coach must say "Start" again before it resumes.

This drill is passed only when the student can put across a command naturally, without strain or artificiality or elocutionary bobs and gestures, and when the student can do it easily and relaxedly.

*HISTORY:* Developed by L. Ron Hubbard in London, April 1956, to teach the communication formula to new students. Revised by L. Ron Hubbard 1961 to increase auditing ability.



**NUMBER: TR 2 REVISED 1961**

**NAME:** Acknowledgements.

**PURPOSE:** To teach student that an acknowledgement is a method of controlling preclear communication and that an acknowledgement is a full stop.

**COMMANDS:** The coach reads lines from "Alice in Wonderland" omitting "he said" and the student thoroughly acknowledges them. The coach repeats any line he feels was not truly acknowledged.

**POSITION:** Student and coach are seated facing each other at a comfortable distance apart.

**TRAINING STRESS:** Teach student to acknowledge exactly what was said so preclear knows it was heard. Ask student from time to time what was said. Curb over and under acknowledgement. Let student do anything at first to get acknowledgement across, then even him out. Teach him that an acknowledgement is a stop, not beginning of a new cycle of communication or an encouragement to the preclear to go on.

To teach further that one can fail to get an acknowledgement across or can fail to stop a pc with an acknowledgement or can take a pc's head off with an acknowledgement.

**PATTER:** The coach says "Start", reads a line and says "Flunk" every time the coach feels there has been an improper acknowledgement. The coach repeats the same line each time the coach says "Flunk". "That's it" may be used to terminate for discussion or terminate the session. "Start" must be used to begin a new coaching after a "That's it".

**HISTORY:** Developed by L. Ron Hubbard in London in April 1956 to teach new students that an acknowledgement ends a communication cycle and a period of time, that a new command begins a new period of time. Revised 1961 by L. Ron Hubbard.

**NUMBER: TR 3 REVISED 1961**

**NAME:** Duplicative Question.

**PURPOSE:** To teach a student to duplicate without variation an auditing question, each time newly, in its own unit of time, not as a blur with other questions, and to acknowledge it. To teach that one never asks a second question until he has received an answer to the one asked.

**COMMANDS:** "Do fish swim?" or "Do birds fly?"

**POSITION:** Student and coach seated a comfortable distance apart.

**TRAINING STRESS:** One question and student acknowledgement of its answer in one unit of time which is then finished. To keep student from straying into variations of command. Even though the same question is asked, it is asked as though it had never occurred to anyone before.

The student must learn to give a command and receive an answer and to acknowledge it in one unit of time.

The student is flunked if he or she fails to get an answer to the question asked, if he or she fails to repeat the exact questions, if he or she Q and As with excursions taken by the coach.

**PATTER:** The coach uses "Start" and "That's it", as in earlier TRs. The coach is not bound after starting to answer the student's question but may comm lag or give a commenting type answer to throw the student off. Often the coach should answer.



Somewhat less often the coach attempts to pull the student in to a Q and A or upset the student. Example:

Student: "Do fish swim?"  
Coach: "Yes."  
Student: "Good."  
Student: "Do fish swim?"  
Coach: "Aren't you hungry?"  
Student: "Yes."  
Coach: "Flunk."

When the question is not answered, the student must say, gently, "I'll repeat the auditing question," and do so until he gets an answer. Anything except commands, acknowledgement and, as needed, the repeat statement, is flunked. Unnecessary use of the repeat statement is flunked. A poor command is flunked. A poor acknowledgement is flunked. A Q and A is flunked (as in example). Student misemotion or confusion is flunked. Student failure to utter the next command without a long comm lag is flunked. A choppy or premature acknowledgement is flunked. Lack of an acknowledgement (or with a distinct comm lag) is flunked. Any words from the coach except an answer to the question, "Start", "Flunk", "Good" or "That's it", should have no influence on the student except to get him to give a repeat statement and the command again. By repeat statement is meant, "I'll repeat the auditing command."

"Start", "Flunk", "Good" and "That's it" may not be used to fluster or trap the student. Any other statement under the sun may be. The coach may try to leave his chair in this TR. If he succeeds it is a flunk. The coach should not use introverted statements such as "I just had a cognition." "Coach divertive" statements should all concern the student, and should be designed to throw the student off and cause the student to lose session control or track of what the student is doing. The student's job is to keep a session going in spite of anything, using only command, the repeat statement or the acknowledgement. The student may use his or her hands to prevent a "Blow" (leaving) of the coach. If the student does anything else than the above, it is a flunk and the coach must say so.

**HISTORY:** Developed by L. Ron Hubbard in London in April 1956 to overcome variations and sudden changes in sessions. Revised 1961 by L. Ron Hubbard. The old TR has a comm bridge as part of its training but this is now part of and is taught in Model Session and is no longer needed at this level. Auditors have been frail in getting their questions answered. This TR was redesigned to improve that frailty.

**NUMBER:** TR 4 REVISED 1961

**NAME:** Preclear Originations.

**PURPOSE:** To teach the student not to be tongue-tied or startled or thrown off session by originations of preclear and to maintain ARC with preclear throughout an origination.

**COMMANDS:** The student runs "Do fish swim?" or "Do birds fly?" on coach. Coach answers but now and then makes startling comments from a prepared list given by Supervisor. Student must handle originations to satisfaction of coach.

**POSITION:** Student and coach sit facing each other at a comfortable distance apart.

**TRAINING STRESS:** The student is taught to hear origination and do three things. 1. Understand it; 2. Acknowledge it; and 3. Return preclear to session. If the coach feels abruptness or too much time consumed or lack of comprehension, he corrects the student into better handling.

**PATTER:** All originations concern the coach, his ideas, reactions or difficulties, none concern the auditor. Otherwise the patter is the same as in earlier TRs. The student's



patter is governed by: 1. Clarifying and understanding the origin. 2. Acknowledging the origin. 3. Giving the repeat statement "I'll repeat the auditing command," and then giving it. Anything else is a flunk.

The auditor must be taught to prevent ARC breaks and differentiate between a vital problem that concerns the pc and a mere effort to blow session. (TR 3 Revised.) Flunks are given if the student does more than 1. Understand; 2. Acknowledge; 3. Return pc to session.

Coach may throw in remarks personal to student as on TR 3. Student's failure to differentiate between these (by trying to handle them) and coach's remarks about self as "pc" is a flunk.

Student's failure to persist is always a flunk in any TR but here more so. Coach should not always read from list to originate, and not always look at student when about to comment. By Originate is meant a statement or remark referring to the state of the coach or fancied case. By Comment is meant a statement or remark aimed only at student or room. Originations are handled, Comments are disregarded by the student.

*HISTORY:* Developed by L. Ron Hubbard in London in April 1956 to teach auditors to stay in session when preclear dives out. Revised by L. Ron Hubbard in 1961 to teach an auditor more about handling origins and preventing ARC breaks.

As TR 5 is also part of the CCHs it can be disregarded in the Comm Course TRs despite its appearance on earlier lists for students and staff auditors.

#### TRAINING NOTE

It is better to go through these TRs several times getting tougher each time than to hang on one TR forever or to be so tough at start student goes into a decline.

L. RON HUBBARD  
Founder

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*Basic Auditing Series 9*

COMM CYCLE ADDITIVES

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Example: Getting the pc to state the problem after the pc has said what the problem is.

Example: Asking a pc if that is the answer.

Example: Telling pc "it didn't react" on the meter.

Example: Querying the answer.

This is the WORST kind of auditing.

Processes run best MUZZLED. By muzzled is meant using ONLY TR 0, 1, 2, 3 and 4 by the text.

A pc's results will go to HELL on an additive comm cycle.

There are a hundred thousand tricks that could be added to the Auditing Comm Cycle. EVERY ONE of them is a GOOF.

The ONLY time you ever ask for a repeat is when you couldn't hear it.

Since 1950, I've known that all auditors talk too much in a session. The maximum talk is the standard model session and the TR 0 to 4 Auditing Comm Cycle ONLY.

It is a serious matter to get a pc to "clarify his answer". It is in fact an Ethics matter and if done habitually is a Suppressive Act, for it will wipe out all gains.

There are mannerism additives also.

Example: Waiting for the pc to look at you before you give the next command. (Pcs who won't look at you are ARC Broken. You don't then twist this to mean the pc has to look at you before you give the next command.)

Example: A lifted eyebrow at an answer.

Example: A questioning sort of ack.

The Whole Message is

GOOD AUDITING OCCURS WHEN THE COMM CYCLE ALONE IS USED AND IS MUZZLED.

Additives on the Auditing Comm Cycle are ANY ACTION, STATEMENT, QUESTION OR EXPRESSION GIVEN IN ADDITION TO TRs 0-4.

They are Gross Auditing Errors.

And should be regarded as such.

Auditors who add to the Auditing Comm Cycle never make Releases.

So, that's Suppressive.

Don't do it!



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## VITAL DATA ON STUDY

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If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

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Remimeo  
All Auditors  
C/Ses  
Class VIII  
Dn Checksheet  
Int-Ext Chksht

*C/S Series 36RB*

*(Revised per HCO B 15 July 71, Issue I,  
"Quads Cancelled"  
Revisions in this type style.)*

*This HCO B has been reissued as C/S Series 36RB.  
HCO B 21 April 1971RA, C/S Series 36RA,  
"Dianetics—Getting In All Flows",  
is cancelled.*

DIANETICS

(Applies also to Int-Ext Rundown.)

(Ref HCO B 4 Apr 71RA, C/S Series 32RA,  
and HCO B 5 Apr 71RA, C/S Series 33RA.)

TRs

TR Zero exists so an auditor is not ducking the session but can sit there relaxed, doing his job.

TR One must be done so the pc can *hear* and understand the auditor (without blowing the pc's head off either).

TR Two must be done so that the pc gets acknowledged. This can be so corrupted that the auditor doesn't ack at all but gives the pc meter reads! Instead of acks! Or keeps saying, "I didn't understand you," etc.

TR Three basically existed so that the auditor would continue to give the pc commands and not squirrel off or pack up with total silence.

TR Four exists so that the pc's origins are accepted and not Qed and Aed with or invalidated.

And, surprise, surprise, TRs are for use in the session itself, not just a drill. They are *how* one runs a session.

Metering can miss every F/N or give "F/Ns" with high or low TA. And one *never* feeds meter data to the pc: "That read," "That didn't read," "That blew down," just must not exist in session patter. "Thank you. That F/Ned," is as far as an auditor goes. And that's the end of the cycle and says so.

Floating needles can be overlooked by an auditor. In Dianetics this fault is *fatal*.

Auditor's Code must be in on all points and particularly Invalidation. Pc says, "That's so and so." An auditor who says, "I'm sorry. You are wrong," or any other invalidation is going to wreck a pc's case. A full knowledge of the Auditor's Code and actually applying it saves endless troubles. It is an auditing TOOL, not just a nice idea.

REHABBING CHAINS

One rehabs a Dianetic Chain that, according to a previous worksheet, erased by saying, "According to session records (flow direction) (item) erased." That's all. One does not say, "Did the chain giving others a headache erase?" One does not run it again to find out. One does not run a single command "to see if it F/Ns again". One can say, "Do you agree that the chain giving another a headache erased?" But the more you ask



the pc to look for an erased chain the more messed up things will get. It isn't there. But the auditor by his action can imply it *should* be there or *might* be there. A totally wrong approach would be "Look around your bank and see if what isn't there any more isn't there."

Dianetics is NOT Scientology. A Dianetic Chain is *not* a release. If you try to use Scientology rehab tech on a Dianetic Chain, you have had it. It isn't a "release" (which is a key-out). A Dianetic Chain is an erasure. You can't rehab erasures with "How many times?", etc.

The test of this is the doing. If you try to use Scn rehab on Dianetic Chains, the PC MIGHT TRY TO FIND SOMETHING. This causes him to key in other unrun or similar items.

It is a dangerous action at best to try to handle old erased chains. The best you can do is to tell the pc what the old W/S said. If no W/S exists leave the already erased flows alone!

### FLUBBED CHAINS

Many times, a Folder Error Summary will give a flubbed chain and then fail to note it was repaired in the next session!

A C/S and auditor would have been pretty irresponsible to just go on auditing past flubbed chains.

The only safe way to handle some previous flubbed chain is to:

- (a) Verify in the folder if it was repaired.
- (b) If still unrepaired assess the L3RD on it and handle according to the L3RD.

### L3RD

Using the new L3RD (HCO B 11 Apr 71RA) is a Dianetic action.

A Scientology auditor erroneously can try to use it as a two-way comm type of list. If a chain needed one more ABCD, then two-way comm on it with no ABCD is not going to complete it.

L3RD has its own directions. Questions not marked with directions are used to indicate the fact. This can amount to two-way comm as the pc chews it over. But L3RD where marked is handled by Dianetics actions. Look over the list and its directions for each question and you will see that some are given directions that are NOT 2wc.

Example: "Earlier beginning" reads. You can't just say, "The incident had an earlier beginning," and you can't say, "Tell me about the earlier beginning." The pc will go up the wall. There'll be no F/N. You have to use R3R and get him to the earlier beginning and then run it and if it still doesn't erase, get him to an Earlier Similar and erase that.

L3RD is a Dianetics List. It is not a Scientology List that is cleared each question to F/N by 2-way comm.

### OVERRUN

Overruns are demonstrated by a rising TA.

If as you seek to get in Full Flow Dianetics the pc's TA begins to average higher, overrun is occurring.



Example: While doing FFD pc's TA has been riding at 2.2 and F/Ns. After a new FFD action it begins to ride at 2.5 and F/Ns. Something is being overrun. Find it and indicate it. And cease to stir the bank up so much! The fault is going over items already run.

In doing a Full Flow Table you often find that the same or similar have been run in the past. Sometimes you find that a previous attempt to run the item a second or third time has resulted in an ARC Break, the reason for which was never detected.

The right action is to note the session date it was *first* run and just tell the pc, "Feeling Surprised was run three times. On (first date it was erased) it was erased. When later run it was an overrun." This tends to blow the later charge laid in by trying to run the same item again.

It sounds so strange that erased chains can be overrun. But it is true. What happens is that pcs try to cooperate and put something there.

### FIREFIGHTS

The action of a quarrel between an auditor and a pc is called a firefight.

Restimulating earlier unrun engrams or overrunning chains upsets a pc. The best action, as soon as a pc is disturbed, is to do an L3RD fast and handle what reads the way it should be handled according to the L3RD.

The wrong way is to argue or try to go on.

The pc does NOT know what it is. He just feels awful. He tries to guess. He will ARC Brk or get sad if the auditor continues.

The correct action is an L3RD.

L1C is not of great use in a Dianetic ARC Brk. L3RD is.

If the pc remains ARC Broken, try L3RD again, particularly the *whole* L3RD.

A Scientology session would be handled with some other list (L1C, L4BR, etc). A Dianetic session, including and especially FFD, is handled with L3RD.

You NEVER prepcheck while doing Dianetics. This mushes up the engrams.

### INTERIORIZATION

ALL these cautions apply as well to an Interiorization-Exteriorization Rundown, when restim occurs one uses an L3RD quickly.

Int-Ext RD is essentially a Dianetic, not a Scientology, action.

### SAFE ACTIONS

A fully genned-in auditor, well crammed, well drilled, well skilled, can be trusted with Dianetics, Dianetic *Triples* and an Int-Ext RD. Auditors not so handled can get pcs into serious trouble with these things.

A safe course is to use *Triples* on new, never audited before pcs. Those begun on Triples, use then only Triple flows.

Another safe way is to use FFD only on OT IIIs or OT IVs and done only by fully qualified FFD auditors who are also OT III.

The safest course is to require special drilling and cramming on auditors who are already known for their results by actual success story stats and call FFD and Int-Ext RD a skilled specialty.



## C/S RESPONSIBILITY

Any trouble a C/S is running into comes from the factors of TRs, metering, Code and incomplete or false auditors' reports.

If when I am C/Sing I ever find an auditor has omitted key session actions or has falsified a report, I order that auditor not to Cramming but a full retrain HDC right on up.

A C/S does not see these points. He can get the pc asked what the auditor is doing or did. He can get sessions monitored. This helps him fill this gap in his data.

It's what isn't in the auditor's report that is often the trouble. Auditors omit what they said, omit the firefight, omit session alter-is in their worksheets.

All this sticks the C/S's neck out for the axe of failure.

So particularly in FFD, Int-Ext and other such actions, a C/S has to act to obtain confidence in the auditor's TRs, metering, Code use and accurate worksheets.

## RISK

In FFD, Int-Ext RD and Power, experience has proven that if the auditor is not top grade, if the C/S is not alert, we put a pc at risk.

The USUAL is what keeps the pc safe.

A thorough study of his case, looking for obvious bugs (such as Int-Ext RD done twice, the case a druggie but drug engrams never run, Int done but its 2wc flubbed, to name a few serious ones), sending auditors to Cramming for the slightest flub, insisting on standard TRs USED IN SESSION, good metering, use of the Code, accurate and complete worksheets, use of standard tech, all guarantee the safety and progress of the pc.

## INTRODUCING FFD

FFD (like the Int-Ext RD) requires flawless C/Sing and auditing or the case goes wrong.

When these actions were introduced they showed up any flaws in case studying, TRs, metering, Code and worksheets.

There are two ways to handle. (a) Cancel FFD and Int-Ext as actions. Obviously that is going backwards and is impossible. (b) Begin and continue a serious, effective campaign in the org to (1) Train auditors better, (2) Cram expertly on every flub, (3) Raise quality of TRs and metering.

As you can see, my approach is to improve quality of training, cramming and delivery.

Please help me out in getting this in.

L. RON HUBBARD  
Founder

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*The*  
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It is a serious matter to get a pc to "clarify his answer". It is in fact an Ethics matter and if done habitually is a Suppressive Act, for it will wipe out all gains.

There are mannerism additives also.

Example: Waiting for the pc to look at you before you give the next command. (Pcs who won't look at you are ARC Broken. You don't then twist this to mean the pc has to look at you before you give the next command.)

Example: A lifted eyebrow at an answer.

Example: A questioning sort of ack.

The Whole Message is

GOOD AUDITING OCCURS WHEN THE COMM CYCLE ALONE IS USED AND IS MUZZLED.

Additives on the Auditing Comm Cycle are ANY ACTION, STATEMENT, QUESTION OR EXPRESSION GIVEN IN ADDITION TO TRs 0-4.

They are Gross Auditing Errors.

And should be regarded as such.

Auditors who add to the Auditing Comm Cycle never make Releases.

So, that's Suppressive.

Don't do it!



# BOARD TECHNICAL BULLETIN

30 JANUARY 1973RA

Issue I

Revised & Reissued 24 June 1974 as BTB

Revised 20 November 1974

Remimeo

Word Clearers

Qual Secs

Execs

Hats Offs

Cr. Offs

CANCELS

BTB of 30 JANUARY 1973R

Issue I

SAME TITLE

(Revision in this type style)

**Word Clearing Series 45RA**

## WORD CLEARING – THE KEY REPAIR TOOL FOR AN ORG

Word Clearing is a brilliant repair tool for an Org to raise Org production and delivery quality.

In order to get any area or individual producing, there are three simple actions which will handle (per LRH 5 Sept 71 Qual Tape):

1. Make sure the person has actually READ the material he needs to know.
2. If he has read the material and cannot apply it, WORD CLEARING, in its different forms, used correctly, with good TRs will clean up any and all misunderstandings.
3. The only other thing which can prevent application is that the person needs to be DRILLED and have CONFRONT RAISED on that area or action. Drilling on Admin post actions is just as important as drilling Tech post actions.

If the above actions do not handle, though carefully done, the person has out Ethics and needs Ethics handling and probably Integrity Processing.

This does not eradicate the need for Executive inspections, evaluations and handlings for non-working installations, but when the Why is found and stops removed, simply taking each staff member in the area and putting him through the 1, 2 and 3, in that order, will really create a working installation.

This applies in the area of Tech or Admin.

As the competence of Word Clearing increases, so does the traffic for it and additional Word Clearers must be added to handle the traffic so that staff, *Internes and students do get good service.*

Qual really is the staff's best friend if they use loads of no flub Word Clearing and Qual correction actions to get them through, being successful and producing.

Word Clearing is no minor technology to be used sometimes. It is a major technology which can make or break an Org.

Revised by Ens. Judy Ziff  
CS-5

In co-ordination with  
Flag Mission 1234

I/C: CPO Andrea Lewis

2nd: Molly Harlow

Commodore's Staff Aides

Approved by the Board of Issues  
for the

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Remimeo  
Word Clearers  
Supervisors  
Cramming  
Dir Correction  
Dir Pers Enh  
Qual I and I

CANCELS  
BTB OF 14 MARCH 1972R  
SAME TITLE

*(Revisions in this type style)***Word Clearing Series 33RA****WORD CLEARING LINES**

All students or staff in Dept 14 Dept of Personnel Enhancement for Word Clearing must be sent immediately to the Pc Examiner at the end of the *Word Clearing*. The Exam Form and all worksheets in all cases are sent to Tech Services for inclusion in the person's Pc Folder.

Any Red Tagged Word Clearing or Qual Pc must be handled within 24 hours with the Word Clearing Correction List or appropriate correction for other actions and the *Word Clearer* crammed.

Qual has many tools to handle a bogged or failed student:

1. Word Clearing Correction List, and handle.
2. Method One for Staff Students (where not done earlier). (Requires C/S clearance.) *Now done in Tech Div.*
3. Method 2 on first materials or tape and on early materials on the current or earlier level or Course to EP. (Requires C/S clearance.)
4. Methods 4-9 on study or hat materials or subjects.
5. Disagreement Remedy.
6. Send to the HGC for full Study Correction List handling.
7. Learning Drill.
8. Confront Drills.
9. Cramming (including *metered* Why Finding).
10. Pre-PCRD Assessment (from HCO B 20 July 72, "Primary Correction Run-down Handling").
11. PRD in Tech Div.
12. Enroll on to the PCRD, if all above tried to no avail.
13. C/S Series 53RI (per HCO PL 30 Aug 74, "Qual Stat Change").

When Qual gets a bogged student, the student is routed to the *Cramming Officer*. One of the first areas investigated is Word Clearing (correction required or just not



done earlier). The *Cramming Officer* also ensures that the *Supervisor or Word Clearer* is brought in and crammed on errors or omissions in Word Clearing.

Word Clearing Method 1, Method 2 on Hat plus Post Purpose Clearing cycles require C/S clearance and OK first. When scheduling a staff member for this, the *appropriate C/S* gets the Pc Folder from Tech Services Staff Section and checks the staff member's Pc programme for the inclusion of Method One, Method 2 on Hat and Post Purpose Clearing. This must not be done whilst the staff member is on a major level or rundown.

Revised by CS-5  
Ensign Judy Ziff

In co-ordination with  
Flag Mission 1234

I/C: CPO Andrea Lewis  
2nd: Molly Harlow

Commodore's Staff Aides

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# BOARD TECHNICAL BULLETIN

19 MARCH 1972RA

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Qual Secs  
Cramming Offs

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CANCELS  
BTB 19 MARCH 1972R  
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## *Word Clearing Series 34RA*

### HIGH CRIME POLICY AND WORD CLEARING

(Paragraph 3, re: Cramming Off not  
authorized to issue OK's to Word  
Clear, has been deleted.)

Word Clearing is a technical subject and is mastered in the Academy on the Professional Word Clearer's Course.

The course graduate then goes to Qual, gets his Qual OK to Operate an E-Meter, then the Qual OK to Word Clear, naming which methods, at which point the Word Clearer is eligible for posting in Tech or Qual. Naturally, the OK to Word Clear is monitored by the Class of the Auditor and only Class IIIs or above are granted the OK to do Method One Word Clearing in the HGC.

All OKs to Word Clear already issued to persons who have not done the Professional Word Clearer's Course are considered temporary and the Course must be done rapidly to retain the OK.

Naturally all Word Clearers check out on all new Word Clearing Series HCO Bs as they come out. Any new Word Clearing technique issued is Word Cleared, star-rated and drilled and an additional Qual OK to Word Clear on that action is issued by the Cramming Officer.

Revised by  
Flag Mission 1234 I/C  
CPO Andrea Lewis

Approved by the  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 31 AUGUST 1971  
REVISED

Remimeo

*Word Clearing Series 16R*

CONFUSED IDEAS

Whenever a person has a confused idea of something or believes there is some conflict of ideas IT IS ALWAYS TRUE THAT A MISUNDERSTOOD WORD EXISTS AT THE BOTTOM OF THAT CONFUSION.

Example: "I just don't understand this idea of opposing forces. I think it all ought to be rewritten and . . ."

Method 2 Word Clearer: "Is there any word there you don't understand?" READ! STUDENT: "Oh no, I understand all the words. It's . . . ." "What word is this that's reading on the meter?" "Er . . . ah . . . Forces?" "Yes, that reads and blows down. Let's look it up." "Oh no, I know what it means. It's the idea that . . . ." "Let's look it up!" "Well, all right. Let's see D . . . E . . . F . . . FO . . . FORCES. Here it is. 'That which changes the motion of a body on which it acts.' " WD CLEARER: "Use it in a sentence several times." Student does. ". . . er . . . ah. I've got it. Hell I thought it meant police brutality! Couldn't figure out why two police forces would fight!" Word Clearer: "Now how do you feel about this idea of opposing forces?" "Oh, let's see. Why that's clear enough. Just like I'd never read it before!" METER: F/N.

Every green body of students will argue and fuss about ideas or confusions in the directions or material they are given to read.

They will generate weird ideas and erroneous concepts of what the text says. They do wrong things and say the text said to. They ask strange ideas of their instructors. They clamor for "clarifications".

AND AT THE BOTTOM OF ALL THIS IS SIMPLY MISUNDERSTOOD WORDS.

There is not *also* misunderstood ideas. There is *only* the misunderstood word which breeds, then, huge towering wrong ideas.

A MISUNDERSTOOD WORD BREEDS STRANGE IDEAS.



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Remimeo  
Tech & Qual  
Secs  
C/Ses  
Auditors  
Word Clearers  
Only

**Word Clearing Series 8RB**  
(Cancels HCOB 30 June 71 Issue II,  
8R and 8RR)

STANDARD C/S FOR WORD CLEARING IN SESSION  
METHOD I

0. Clear the words in the Word Clearing Correction List so as to have it ready for use in case of bog.
1. Fly a rud if no F/N. If TA High or Low do not try to fly an ARC Brk. Do a C/S 53RRR instead. (See Auditor's Rights C/S Series 1 if any trouble with this pc. If errors in previous word clear sessions use HCOB 21 July 1971 REVISED to handle word clearing corrections needed.)
2. Do not clear these words before assessment.

ASSESS.

R Factor: We are going to go over a list of subjects to see if there is any word you didn't understand while studying these subjects. (Assess the whole list rapidly and clearly, good TR 1 and noting every read from the meter.)

Religion	_____	The Mind	_____
Ministers	_____	The Spirit	_____
Church	_____	Bodies	_____
College	_____	Sex	_____
Schools	_____	The Insane	_____
Sacrifices	_____	Psychiatry	_____
Surgery	_____	Psychoanalysis	_____
Medicine	_____	Psychology	_____
Electronics	_____	Rituals	_____
Physics	_____	Rites	_____
Technical Subjects	_____	Ships	_____
Dianetics	_____	The Sea	_____
Scientology	_____	Military	_____
Theology	_____	Armies	_____
Theosophy	_____	Navies	_____
Philosophy	_____	Stars	_____
Law	_____	Heavenly Bodies	_____
Organization	_____	The Universe	_____
Government	_____	Planes	_____
Written Materials	_____	Vehicles	_____
Text Books	_____	Machinery	_____
Practice	_____	Motors	_____
Science	_____	Administration	_____
Music	_____	Healing	_____
Arithmetic	_____	Illnesses	_____
Grammar	_____	Spoken Words	_____
The Humanities	_____	TAPES	_____



Add items dealing with this specific Pc's life.

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3. Ask the Question, "Is there any word on this list you didn't understand?" Clear it. *Then do Step 5 on it before going on.* (Do not reassess *this list* because there was a list word not understood.)

4. Take *the remaining* reading items from the best read on down and with E/S pull each one to F/N. *Get each word you find to F/N. There can be many F/Ns per subject. End off with a win on the subject.*

5. "In the subject of \_\_\_\_\_ what word has been misunderstood?"

He **MUST** look them up, so have a good dictionary handy. Do not accept "I know the meaning" if the subject or word reads. **CLEAR "GRAMMAR" or grammatical words out of a simple book of grammar, not a dictionary.**

It isn't an earlier time he misunderstood *that* word. It's an earlier word in that subject and it can be an earlier subject.

Considerations about it and other questions are not touched.

Overts, W/Hs, etc are *neglected*. They are not done on the subject of the word. They are done in the session ruds.

Just do the process and it will eventually F/N on each chain.

6. When all reads on the first assessment are handled to F/N, REASSESS the whole list. Do not take off the list items already handled.

7. Repeat Step 4.

8. Repeat Step 5.

9. Repeat Step 6, etc.

10. **IN CASE OF ANY BOG OR SOMATIC USE THE WORD CLEARING CORRECTION LIST TO CORRECT THE BOG.**

11. A persistent F/N should be attained on assessing the whole list as the End Phenomena of the Word Clearing sessions.

L. RON HUBBARD  
Founder

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## VITAL DATA ON STUDY

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames," we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune," he or she is not going to get very far in any field of study or endeavor.

Now I am going to give you an important datum:

*The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.*

The confusion or inability to grasp or learn comes AFTER a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule* which means twilight or darkness.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in studying Scientology be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

## SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD



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*defn.*, study of general nature of morals (morals [plural] [noun]: principles of right and wrong conduct) and specific moral choices to be made by individual in his relationship with others; rules or standards governing conduct of members of a profession, VIII-102

*defn.*, study of general nature of morals and of specific moral choices to be made by individual in his relationship with others, VIII-172

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10-21-91

Second Appellate District, Division Three, No. B025920/B038975  
S022840

IN THE SUPREME COURT OF THE STATE OF CALIFORNIA

IN BANK

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CHURCH OF SCIENTOLOGY OF CALIFORNIA, Appellant

-v.-

GERALD ARMSTRONG, Respondent

And Companion Case

---

SUPREME COURT  
FILED

OCT 17 1991

Robert Wandruff Clerk

DEPUTY

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Petition for review DENIED.

EXHIBIT

9

LUCAS

Chief Justice



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8 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
9 FOR THE COUNTY OF LOS ANGELES  
10

11 CHURCH OF SCIENTOLOGY OF CALIFORNIA, )

12 Plaintiff, )

13 vs. )

14 GERALD ARMSTRONG, )

15 Defendant. )

16 MARY SUE HUBBARD, )

17 Intervenor. )  
18  
19

No. C 420153

MEMORANDUM OF  
INTENDED DECISION

20 In this matter heretofore taken under submission, the  
21 Court announces its intended decision as follows:

22 As to the tort causes of action, plaintiff, and plaintiff  
23 in intervention are to take nothing, and defendant is entitled  
24 to Judgment and costs.

25 As to the equitable actions, the court finds that neither  
26 plaintiff has clean hands, and that at least as of this time,  
27 are not entitled to the immediate return of any document or  
28 objects presently retained by the court clerk. All exhibits



1 received in evidence or marked for identification, unless  
2 specifically ordered sealed<sup>1</sup>, are matters of public record and  
3 shall be available for public inspection or use to the same  
4 extent that any such exhibit would be available in any other  
5 lawsuit. In other words they are to be treated henceforth no  
6 differently than similar exhibits in other cases in Superior  
7 Court. Furthermore, the "inventory list and description," of  
8 materials turned over by Armstrong's attorneys to the court,  
9 shall not be considered or deemed to be confidential, private,  
10 or under seal.

11 All other documents or objects presently in the possession  
12 of the clerk (not marked herein as court exhibits) shall be  
13 retained by the clerk, subject to the same orders as are  
14 presently in effect as to sealing and inspection, until such  
15 time as trial court proceedings are concluded as to the severed  
16 cross complaint. For the purposes of this Judgment, conclusion  
17 will occur when any motion for a new trial has been denied, or  
18 the time within such a motion must be brought has expired  
19 without such a motion being made. At that time, all documents  
20 neither received in evidence, nor marked for identification  
21 only, shall be released by the clerk to plaintiff's  
22 representatives. Notwithstanding this order, the parties may  
23

24  
25 1. Exhibits in evidence No. 500-40; JJJ; KKK; LLL; MMM;  
26 NNN; OOO; PPP; QQQ; RRR; and 500-QQQQ.

27 Exhibits for identification only No. JJJJ; Series  
28 500-DDDD, EEEE, FFFF, GGGG, HHHH, IIII, NNNN-1, OOOO, ZZZZ,  
CCCC, GGGG, IIII, KKKK, LLLL, OOOO, PPPP, QQQQ, BBBB,  
OOOOO, BBBB.



1 at any time by written stipulation filed with the clerk obtain  
2 release of any or all such unused materials.

3 Defendant and his counsel are free to speak or communicate  
4 upon any of Defendant Armstrong's recollections of his life as  
5 a Scientologist or the contents of any exhibit received in  
6 evidence or marked for identification and not specifically  
7 ordered sealed. As to all documents, and other materials held  
8 under seal by the clerk, counsel and the defendant shall remain  
9 subject to the same injunctions as presently exist, at least  
10 until the conclusion of the proceedings on the cross complaint.  
11 However, in any other legal proceedings in which defense  
12 counsel, or any of them, is of record, such counsel shall have  
13 the right to discuss exhibits under seal, or their contents, if  
14 such is reasonably necessary and incidental to the proper  
15 representation of his or her client.

16 Further, if any court of competent jurisdiction orders  
17 defendant or his attorney to testify concerning the fact of any  
18 such exhibit, document, object, or its contents, such testimony  
19 shall be given, and no violation of this order will occur.  
20 Likewise, defendant and his counsel may discuss the contents of  
21 any documents under seal or of any matters as to which this  
22 court has found to be privileged as between the parties hereto,  
23 with any duly constituted Governmental Law Enforcement Agency  
24 or submit any exhibits or declarations thereto concerning such  
25 document or materials, without violating any order of this  
26 court.

27 ///

28 ///



1 This court will retain jurisdiction to enforce, modify,  
2 alter, or terminate any injunction included within the  
3 Judgment.

4 Counsel for defendant is ordered to prepare, serve, and  
5 file a Judgment on the Complaint and Complaint in Intervention,  
6 and Statement of Decision if timely and properly requested,  
7 consistent with the court's intended decision.

8  
9 Discussion

10 The court has found the facts essentially as set forth in  
11 defendant's trial brief, which as modified, is attached as an  
12 appendix to this memorandum. In addition the court finds that  
13 while working for L.R. Hubbard (hereinafter referred to as  
14 LRH), the defendant also had an informal employer-employee  
15 relationship with plaintiff Church, but had permission and  
16 authority from plaintiffs and LRH to provide Omar Garrison with  
17 every document or object that was made available to Mr.  
18 Garrison, and further, had permission from Omar Garrison to  
19 take and deliver to his attorneys the documents and materials  
20 which were subsequently delivered to them and thenceforth into  
21 the custody of the County Clerk.

22 Plaintiff Church has made out a prima facie case of  
23 conversion (as bailee of the materials), breach of fiduciary  
24 duty, and breach of confidence (as the former employer who  
25 provided confidential materials to its then employee for  
26 certain specific purposes, which the employee later used for  
27 other purposes to plaintiff's detriment). Plaintiff Mary Jane  
28 Hubbard has likewise made out a prima facie case of conversion



1 and invasion of privacy (misuse by a person of private matters  
2 entrusted to him for certain specific purposes only).

3 While defendant has asserted various theories of defense,  
4 the basic thrust of his testimony is that he did what he did,  
5 because he believed that his life, physical and mental well  
6 being, as well as that of his wife were threatened because the  
7 organization was aware of what he knew about the life of LRH,  
8 the secret machinations and financial activities of the Church,  
9 and his dedication to the truth. He believed that the only way  
10 he could defend himself, physically as well as from harassing  
11 lawsuits, was to take from Omar Garrison those materials which  
12 would support and corroborate everything that he had been  
13 saying within the Church about LRH and the Church, or refute  
14 the allegations made against him in the April 22 Suppressive  
15 Person Declare. He believed that the only way he could be sure  
16 that the documents would remain secure for his future use was  
17 to send them to his attorneys, and that to protect himself, he  
18 had to go public so as to minimize the risk that LRH, the  
19 Church, or any of their agents would do him physical harm.

20 This conduct if reasonably believed in by defendant and  
21 engaged in by him in good faith, finds support as a defense to  
22 the plaintiff's charges in the Restatements of Agency, Torts,  
23 and case law.

24 Restatement of Agency, Second, provides:

25 "Section 395f: An agent is privileged to reveal  
26 information confidentially acquired by him in the course  
27 of his agency in the protection of a superior interest of  
28 himself or a third person.



1 "Section 418: An agent is privileged to protect  
2 interests of his own which are superior to those of the  
3 principal, even though he does so at the expense of the  
4 principal's interest or in disobedience to his orders."

5 Restatement of torts, Second, section 271:

6 "One is privileged to commit an act which would  
7 otherwise be a trespass to or a conversion of a chattel in  
8 the possession of another, for the purpose of defending  
9 himself or a third person against the other, under the  
10 same conditions which would afford a privilege to inflict  
11 harmful or offensive contact upon the other for the same  
12 purpose."

13 The Restatement of Torts, Second, section 652a, as well as  
14 case law, make it clear that not all invasions of privacy are  
15 unlawful or tortious. It is only when the invasion is  
16 unreasonable that it becomes actionable. Hence, the trier of  
17 fact must engage in a balancing test, weighing the nature and  
18 extent of the invasion, as against the purported justification  
19 therefore to determine whether in a given case, the particular  
20 invasion or intrusion was unreasonable.

21 In addition the defendant has asserted as a defense the  
22 principal involved in the case of Willig v. Gold, 75  
23 Cal.App.2d, 809, 814, which holds that an agent has a right or  
24 privilege to disclose his principal's dishonest acts to the  
25 party prejudicially affected by them.

26 Plaintiff Church has asserted and obviously has certain  
27 rights arising out of the First Amendment. Thus, the court  
28 cannot, and has not, inquired into or attempted to evaluate the



merits, accuracy, or truthfulness of Scientology or any of its precepts as a religion. First Amendment rights, however, cannot be utilized by the Church or its members, as a sword to preclude the defendant, whom the Church is suing, from defending himself. Therefore, the actual practices of the Church or its members, as it relates to the reasonableness of the defendant's conduct and his state of mind are relevant, admissible, and have been considered by the court.

As indicated by its factual findings, the court finds the testimony of Gerald and Jocelyn Armstrong, Laurel Sullivan, Nancy Dincalcis, Edward Walters, Omar Garrison, Kima Douglas, and Howard Schomer to be credible, extremely persuasive, and the defense of privilege or justification established and corroborated by this evidence. Obviously, there are some discrepancies or variations in recollections, but these are the normal problems which arise from lapse of time, or from different people viewing matters or events from different perspectives. In all critical and important matters, their testimony was precise, accurate, and rang true. The picture painted by these former dedicated Scientologists, all of whom were intimately involved with LRH, or Mary Jane Hubbard, or of the Scientology Organization, is on the one hand pathetic, and on the other, outrageous. Each of these persons literally gave years of his or her respective life in support of a man, LRH, and his ideas. Each has manifested a waste and loss or frustration which is incapable of description. Each has broken with the movement for a variety of reasons, but at the same time, each is, still bound by the knowledge that the Church has



1 in its possession his or her most inner thoughts and  
2 confessions, all recorded in "pre-clear (P.C.) folders" or  
3 other security files of the organization, and that the Church  
4 or its minions is fully capable of intimidation or other  
5 physical or psychological abuse if it suits their ends. The  
6 record is replete with evidence of such abuse.

7 In 1970 a police agency of the French Government conducted  
8 an investigation into Scientology and concluded, "this sect,  
9 under the pretext of 'freeing humans' is nothing in reality but  
10 a vast enterprise to extract the maximum amount of money from  
11 its adepts by (use of) pseudo-scientific theories, by (use of)  
12 'auditions' and 'stage settings' (lit. to create a theatrical  
13 scene') pushed to extremes (a machine to detect lies, its own  
14 particular phraseology . . . ), to estrange adepts from their  
15 families and to exercise a kind of blackmail against persons  
16 who do not wish to continue with this sect."<sup>2</sup> From the  
17 evidence presented to this court in 1984, at the very least,  
18 similar conclusions can be drawn. In addition to violating and  
19 abusing its own members civil rights, the organization over the  
20 years with its "Fair Game" doctrine has harassed and abused  
21 those persons not in the Church whom it perceives as enemies.  
22 The organization clearly is schizophrenic and paranoid, and  
23 this bizarre combination seems to be a reflection of its  
24 founder LRH. The evidence portrays a man who has been  
25 virtually a pathological liar when it comes to his history,  
26  
27

28 2. Exhibit 500-HHHHH.



1 background, and achievements. The writings and documents in  
2 evidence additionally reflect his egoism, greed, avarice, lust  
3 for power, and vindictiveness and aggressiveness against  
4 persons perceived by him to be disloyal or hostile. At the  
5 same time it appears that he is charismatic and highly capable  
6 of motivating, organizing, controlling, manipulating, and  
7 inspiring his adherents. He has been referred to during the  
8 trial as a "genius," a "revered person," a man who was "viewed  
9 by his followers in awe." Obviously, he is and has been a very  
10 complex person, and that complexity is further reflected in his  
11 alter ego, the Church of Scientology. Notwithstanding  
12 protestations to the contrary, this court is satisfied that LRH  
13 runs the Church in all ways through the Sea Organization, his  
14 role of Commodore, and the Commodore's Messengers.<sup>3</sup> He has, of  
15 course, chosen to go into "seclusion," but he maintains contact  
16 and control through the top messengers. Seclusion has its  
17 light and dark side too. It adds to his mystique, and yet  
18 shields him from accountability and subpoena or service of  
19 summons.

20 LRH's wife, Mary Sue Hubbard is also a plaintiff herein.  
21 On the one hand she certainly appeared to be a pathetic  
22 individual. She was forced from her post as Controller,  
23 convicted and imprisoned as a felon, and deserted by her  
24 husband. On the other hand her credibility leaves much to be  
25 desired. She struck the familiar pose of not seeing, hearing,  
26

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27 3. See Exhibit K: Flag Order 3729 - 15 September 1978  
28 "Commodore's Messengers."



1 or knowing any evil. Yet she was the head of the Guardian  
2 Office for years and among other things, authored the infamous  
3 order "GO 121669"<sup>4</sup> which directed culling of supposedly  
4 confidential P.C. files/folders for purposes of internal  
5 security. In her testimony she expressed the feeling that  
6 defendant by delivering the documents, writings, letters to his  
7 attorneys, subjected her to mental rape. The evidence is clear  
8 and the court finds that defendant and Omar Garrison had  
9 permission to utilize these documents for the purpose of  
10 Garrison's proposed biography. The only other persons who were  
11 shown any of the documents were defendant's attorneys, the  
12 Douglasses, the Dincalcis, and apparently some documents  
13 specifically affecting LRH's son "Nibs," were shown to "Nibs."  
14 The Douglasses and Dincalcises were disaffected Scientologists  
15 who had a concern for their own safety and mental security, and  
16 were much in the same situation as defendant. They had not  
17 been declared as suppressive, but Scientology had their P.C.  
18 folders, as well as other confessions, and they were extremely  
19 apprehensive. They did not see very many of the documents, and  
20 it is not entirely clear which they saw. At any rate Mary Sue  
21 Hubbard did not appear to be so much distressed by this fact,  
22 as by the fact that Armstrong had given the documents to  
23 Michael Flynn, whom the Church considered its foremost  
24  
25  
26  
27

28 4. Exhibit AAA.



1 lawyer-enemy.<sup>5</sup> However, just as the plaintiffs have First  
2 Amendment rights, the defendant has a Constitutional right to  
3 an attorney of his own choosing. In legal contemplation the  
4 fact that defendant selected Mr. Flynn rather than some other  
5 lawyer cannot by itself be tortious. In determining whether  
6 the defendant unreasonably invaded Mrs. Hubbard's privacy, the  
7 court is satisfied the invasion was slight, and the reasons and  
8 justification for defendant's conduct manifest. Defendant was  
9 told by Scientology to get an attorney. He was declared an  
10 enemy by the Church. He believed, reasonably, that he was  
11 subject to "fair game." The only way he could defend himself,  
12 his integrity, and his wife was to take that which was  
13 available to him and place it in a safe harbor, to wit, his  
14 lawyer's custody. He may have engaged in overkill, in the  
15 sense that he took voluminous materials, some of which appear  
16 only marginally relevant to his defense. But he was not a  
17 lawyer and cannot be held to that precise standard of judgment.  
18 Further, at the time that he was accumulating the material, he  
19 was terrified and undergoing severe emotional turmoil. The  
20 court is satisfied that he did not unreasonably intrude upon  
21 Mrs. Hubbard's privacy under the circumstances by in effect  
22 simply making his knowledge that of his attorneys. It is, of  
23 course, rather ironic that the person who authorized G.O. order  
24 121669 should complain about an invasion of privacy. The  
25

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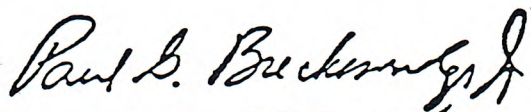
26 5. "No, I think my emotional distress and upset is the  
27 fact that someone took papers and materials without my  
28 authorization and then gave them to your Mr. Flynn."  
Reporter's Transcript, p. 1006.



1 practice of culling supposedly confidential "P.C. folders or  
2 files" to obtain information for purposes of intimidation  
3 and/or harassment is repugnant and outrageous. The Guardian's  
4 Office, which plaintiff headed, was no respecter of anyone's  
5 civil rights, particularly that of privacy. Plaintiff Mary Sue  
6 Hubbard's cause of action for conversion must fail for the same  
7 reason as plaintiff Church. The documents were all together in  
8 Omar Garrison's possession. There was no rational way the  
9 defendant could make any distinction.

10 Insofar as the return of documents is concerned, matters  
11 which are still under seal may have evidentiary value in the  
12 trial of the cross complaint or in other third party  
13 litigation. By the time that proceedings on the cross  
14 complaint are concluded, the court's present feeling is that  
15 those documents or objects not used by that time should be  
16 returned to plaintiff. However, the court will reserve  
17 jurisdiction to reconsider that should circumstances warrant.

18 Dated: June 20, 1984

19 

20 PAUL G. BRECKENRIDGE, JR.  
21 Judge of the Superior Court  
22  
23  
24  
25  
26  
27  
28



Appendix

Defendant Armstrong was involved with Scientology from 1969 through 1981, a period spanning 12 years. During that time he was a dedicated and devoted member who revered the founder, L. Ron Hubbard. There was little that Defendant Armstrong would not do for Hubbard or the Organization. He gave up formal education, one-third of his life, money and anything he could give in order to further the goals of Scientology, goals he believed were based upon the truth, honesty, integrity of Hubbard and the Organization.

From 1971 through 1981, Defendant Armstrong was a member of the Sea Organization, a group of highly trained scientologists who were considered the upper echelon of the Scientology organization. During those years he was placed in various locations, but it was never made clear to him exactly which Scientology corporation he was working for. Defendant Armstrong understood that, ultimately, he was working for L. Ron Hubbard, who controlled all Scientology finances, personnel, and operations while Defendant was in the Sea Organization.

Beginning in 1979 Defendant Armstrong resided at Gilman Hot Springs, California, in Hubbard's "Household Unit." The Household Unit took care of the personal wishes and needs of Hubbard at many levels. Defendant Armstrong acted as the L. Ron Hubbard Renovations In-Charge and was responsible for renovations, decoration, and maintenance of Hubbard's home and office at Gilman Hot Springs.

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1 In January of 1980 there was an announcement of a possible  
2 raid to be made by the FBI or other law enforcement agencies of  
3 the property. Everyone on the property was required by  
4 Hubbard's representatives, the Commodore's Messengers, to go  
5 through all documents located on the property and "vet" or  
6 destroy anything which showed that Hubbard controlled  
7 Scientology organizations, retained financial control, or was  
8 issuing orders to people at Gilman Hot Springs.

9 A commercial paper shredder was rented and operated day  
10 and night for two weeks to destroy hundreds of thousands of  
11 pages of documents.

12 During the period of shredding, Brenda Black, the  
13 individual responsible for storage of Hubbard's personal  
14 belongings at Gilman Hot Springs, came to Defendant Armstrong  
15 with a box of documents and asked whether they were to be  
16 shredded. Defendant Armstrong reviewed the documents and found  
17 that they consisted of a wide variety of documents including  
18 Hubbard's personal papers, diaries, and other writings from a  
19 time before he started Dianetics in 1950, together with  
20 documents belonging to third persons which had apparently been  
21 stolen by Hubbard or his agents. Defendant Armstrong took the  
22 documents from Ms. Black and placed them in a safe location on  
23 the property. He then searched for and located another twenty  
24 or more boxes containing similar materials, which were poorly  
25 maintained.

26 On January 8, 1980, Defendant Armstrong wrote a petition  
27 to Hubbard requesting his permission to perform the research  
28 for a biography to be done about his life. The petition states



1 that Defendant Armstrong had located the subject materials and  
2 lists of a number of activities he wished to perform in  
3 connection with the biography research.

4 Hubbard approved the petition, and Defendant Armstrong  
5 became the L. Ron Hubbard Personal Relations Officer Researcher  
6 (PPRO Res). Defendant claims that this petition and its  
7 approval forms the basis for a contract between Defendant and  
8 Hubbard. Defendant Armstrong's supervisor was then Laurel  
9 Sullivan, L. Ron Hubbard's Personal Public Relations Officer.

10 During the first part of 1980, Defendant Armstrong moved  
11 all of the L. Ron Hubbard Archives materials he had located at  
12 Gilman Hot Springs to an office in the Church of Scientology  
13 Cedars Complex in Los Angeles. These materials comprised  
14 approximately six file cabinets. Defendant Armstrong had  
15 located himself in the Cedars Complex, because he was also  
16 involved in "Mission Corporate Category Sort-Out," a mission to  
17 work out legal strategy. Defendant Armstrong was involved with  
18 this mission until June of 1980.

19 It was also during this early part of 1980 that Hubbard  
20 left the location in Gilman Hot Springs, California, and went  
21 into hiding. Although Defendant Armstrong was advised by  
22 Laurel Sullivan that no one could communicate with Hubbard,  
23 Defendant Armstrong knew that the ability for communication  
24 existed, because he had forwarded materials to Hubbard at his  
25 request in mid-1980.

26 Because of this purported inability to communicate with  
27 Hubbard, Defendant Armstrong's request to purchase biographical  
28 materials of Hubbard from people who offered them for sale went



1 to the Commodore's Messenger Organization, the personal  
2 representatives of Hubbard.

3 In June of 1980 Defendant Armstrong became involved in the  
4 selection of a writer for the Hubbard biography. Defendant  
5 Armstrong learned that Hubbard had approved of a biography  
6 proposal prepared by Omar Garrison, a writer who was not a  
7 member of Scientology. Defendant Armstrong had meetings with  
8 Mr. Garrison regarding the writing of the biography and what  
9 documentation and assistance would be made available to him.  
10 As understood by Mr. Garrison, Defendant Armstrong represented  
11 Hubbard in these discussions.

12 Mr. Garrison was advised that the research material he  
13 would have at his disposal were Hubbard's personal archives.  
14 Mr. Garrison would only undertake a writing of the biography if  
15 the materials provided to him were from Hubbard's personal  
16 archives, and only if his manuscript was subject to the  
17 approval of Hubbard himself.

18 In October of 1980 Mr. Garrison came to Los Angeles and  
19 was toured through the Hubbard archives materials that  
20 Defendant Armstrong had assembled up to that time. This was an  
21 important "selling point" in obtaining Mr. Garrison's agreement  
22 to write the biography. On October 30, 1980, an agreement was  
23 entered into between Ralston-Pilot, ncv. F/S/O Omar V.  
24 Garrison, and AOSH'DK Publications of Copenhagen, Denmark, for  
25 the writing of a biography of Hubbard.

26 Paragraph 10B of the agreement states that:

27 "Publisher shall use its best efforts to provide  
28 Author with an office, an officer assistant and/or



research assistant, office supplies and any needed archival and interview materials in connection with the writing of the Work."

The "research assistant" provided to Mr. Garrison was Defendant Armstrong.

During 1980 Defendant Armstrong exchanged correspondence with Intervenor regarding the biography project. Following his approval by Hubbard as biography researcher, Defendant Armstrong wrote to Intervenor on February 5, 1980, advising her of the scope of the project. In the letter Defendant stated that he had found documents which included Hubbard's diary from his Orient trip, poems, essays from his youth, and several personal letters, as well as other things.

By letter of February 11, 1980, Intervenor responded to Defendant, acknowledging that he would be carrying out the duties of Biography Researcher.

On October 14, 1980, Defendant Armstrong again wrote to Intervenor, updating her on "Archives materials" and proposing certain guidelines for the handling of those materials.

It was Intervenor who, in early 1981, ordered certain biographical materials from "Controller Archives" to be delivered to Defendant Armstrong. These materials consisted of several letters written by Hubbard in the 1920's and 1930's, Hubbard's Boy Scout books and materials, several old Hubbard family photographs, a diary kept by Hubbard in his youth, and several other items.

Defendant Armstrong received these materials upon the order of Intervenor, following his letter of October 15, 1980,



1 to her in which Defendant stated, at page 7, that there were  
2 materials in the "Controller Archives" that would be helpful to  
3 him in the biography research.

4 After these materials were delivered to Defendant  
5 Armstrong, Intervenor was removed from her Scientology position  
6 of Controller in 1981, presumably because of her conviction for  
7 the felony of obstruction of justice in connection with the  
8 theft of Scientology documents from various government offices  
9 and agencies in Washington, D.C.

10 During the time Defendant Armstrong worked on the  
11 biography project and acted as Hubbard Archivist, there was  
12 never any mention that he was not to be dealing with Hubbard's  
13 personal documents or that the delivery of those documents to  
14 Mr. Garrison was not authorized.

15 For the first year or more of the Hubbard biography and  
16 archive project, funding came from Hubbard's personal staff  
17 unit at Gilman Hot Springs, California. In early 1981,  
18 however, Defendant Armstrong's supervisor, Laurel Sullivan,  
19 ordered him to request that funding come from what was known as  
20 SEA Org Reserves. Approval for this change in funding came  
21 from the SEA Org Reserves Chief and Watch Dog Committee, the  
22 top Commodores Messenger Organization unit, who were Hubbard's  
23 personal representatives.

24 From November of 1980 through 1981, Defendant Armstrong  
25 worked closely with Mr. Garrison, assembling Hubbard's archives  
26 into logical categories, copying them and arranging the copies  
27 of the Archives materials into bound volumes. Defendant  
28 Armstrong made two copies of almost all documents copied for



1 Mr. Garrison - one for Mr. Garrison and the other to remain in  
2 Hubbard Archives for reference or recopying. Defendant  
3 Armstrong created approximately 400 binders of documents. The  
4 vast majority of the documents for Mr. Garrison came from  
5 Hubbard's personal Archives, of which Defendant Armstrong was  
6 in charge. Materials which came from other Archives, such as  
7 the Controller Archives, were provided to Defendant Armstrong  
8 by Scientology staff members who had these documents in their  
9 care.

10 It was not until late 1981 that Plaintiff was to provide a  
11 person to assist on the biography project by providing Mr.  
12 Garrison with "Guardian Office" materials, otherwise described  
13 as technical materials relating to the operation of  
14 Scientology. The individual appointed for this task was Vaughn  
15 Young. Controller Archives and Guardian Office Archives had no  
16 connection to the Hubbard Archives, which Defendant Armstrong  
17 created and maintained as Hubbard's personal materials.

18 In addition to the assemblage of Hubbard's Archives,  
19 Defendant Armstrong worked continually on researching and  
20 assembling materials concerning Hubbard by interviewing dozens  
21 of individuals, including Hubbard's living aunt, uncle, and  
22 four cousins. Defendant Armstrong did a geneology study of  
23 Hubbard's family and collected, assembled, and read hundreds of  
24 thousands of pages of documentation in Hubbard's Archives.

25 During 1980 Defendant Armstrong remained convinced of  
26 Hubbard's honesty and integrity and believed that the  
27 representations he had made about himself in various  
28 publications were truthful. Defendant Armstrong was devoted to



1 Hubbard and was convinced that any information which he  
2 discovered to be unflattering of Hubbard or contradictory to  
3 what Hubbard has said about himself, was a lie being spread by  
4 Hubbard's enemies. Even when Defendant Armstrong located  
5 documents in Hubbard's Archives which indicated that  
6 representations made by Hubbard and the Organization were  
7 untrue, Defendant Armstrong would find some means to "explain  
8 away" the contradictory information.

9 Slowly, however, throughout 1981, Defendant Armstrong  
10 began to see that Hubbard and the Organization had continuously  
11 lied about Hubbard's past, his credentials, and his  
12 accomplishments. Defendant Armstrong believed, in good faith,  
13 that the only means by which Scientology could succeed in what  
14 Defendant Armstrong believed was its goal of creating an  
15 ethical environment on earth, and the only way Hubbard could be  
16 free of his critics, would be for Hubbard and the Organization  
17 to discontinue the lies about Hubbard's past, his credentials,  
18 and accomplishments. Defendant Armstrong resisted any public  
19 relations piece or announcement about Hubbard which the L. Ron  
20 Hubbard Public Relations Bureau proposed for publication which  
21 was not factual. Defendant Armstrong attempted to change and  
22 make accurate the various "about the author" sections in  
23 Scientology books, and further, Defendant rewrote or critiqued  
24 several of these and other publications for the L. Ron Hubbard  
25 Public Relations Bureau and various Scientology Organizations.  
26 Defendant Armstrong believed and desired that the Scientology  
27 Organization and its leader discontinue the perpetration of the

28 ///



1 massive fraud upon the innocent followers of Scientology, and  
2 the public at large.

3 Because of Defendant Armstrong's actions, in late November  
4 of 1981, Defendant was requested to come to Gilman Hot Springs  
5 by Commodore Messenger Organization Executive, Cirrus Slevin.  
6 Defendant Armstrong was ordered to undergo a "security check,"  
7 which involved Defendant Armstrong's interrogation while  
8 connected to a crude Scientology lie detector machine called an  
9 E-meter.

10 The Organization wished to determine what materials  
11 Defendant Armstrong had provided to Omar Garrison. Defendant  
12 Armstrong was struck by the realization that the Organization  
13 would not work with him to correct the numerous fraudulent  
14 representations made to followers of Scientology and the public  
15 about L. Ron Hubbard and the Organization itself. Defendant  
16 Armstrong, who, for twelve years of his life, had placed his  
17 complete and full trust in Mr. and Mrs. Hubbard and the  
18 Scientology Organization, saw that his trust had no meaning and  
19 that the massive frauds perpetrated about Hubbard's past,  
20 credentials, and accomplishments would continue to be spread.

21 Less than three weeks before Defendant Armstrong left  
22 Scientology, he wrote a letter to Cirrus Slevin on November 25,  
23 1981, in which it is clear that his intentions in airing the  
24 inaccuracies, falsehoods, and frauds regarding Hubbard were  
25 done in good faith. In his letter he stated as follows:

26 "If we present inaccuracies, hyperbole  
27 or downright lies as fact or truth, it  
28 doesn't matter what slant we give them, if



1 disproved the man will look, to outsiders  
2 at least, like a charlatan. This is what  
3 I'm trying to prevent and what I've been  
4 working on the past year and a half.

5 . . .

6 "and that is why I said to Norman that  
7 it is up to us to insure that everything  
8 which goes out about LRH is one hundred  
9 percent accurate. That is not to say that  
10 opinions can't be voiced, they can. And  
11 they can contain all the hype you want.  
12 But they should not be construed as facts.  
13 And anything stated as a fact should be  
14 documentable.

15 "we are in a period when  
16 'investigative reporting' is popular, and  
17 when there is relatively easy access to  
18 documentation on a person. We can't delude  
19 ourselves I believe, if we want to gain  
20 public acceptance and cause some betterment  
21 in society, that we can get away with  
22 statements, the validity of which we don't  
23 know.

24 "The real disservice to LRH, and the  
25 ultimate make-wrong is to go on assuming  
26 that everything he's ever written or said  
27 is one hundred percent accurate and publish  
28 it as such without verifying it. I'm



1 talking here about biographical or  
2 non-technical writings. This only leads,  
3 should any of his statements turn out to be  
4 inaccurate, to a make-wrong of him, and  
5 consequently his technology.

6 "That's what I'm trying to remedy and  
7 prevent.

8 . . .

9 "To say that LRH is not capable of  
10 hype, errors or lies is certainly "sic; not  
11 granting him much of a beingness. To  
12 continue on with the line that he has never  
13 erred nor lied is counterproductive. It is  
14 an unreal attitude and too far removed from  
15 both the reality and people in general that  
16 it would widen public unacceptance.

17 . . .

18 ". . . That is why I feel the  
19 falsities must be corrected, and why we  
20 must verify our facts and present them in a  
21 favorable light."

22  
23 The remainder of the letter contains examples of facts  
24 about Hubbard which Defendant Armstrong found to be wholly  
25 untrue or inaccurate and which were represented as true by the  
26 Hubbards and the Scientology Organization.

27 In December of 1981 Defendant Armstrong made the decision  
28 to leave the Church of Scientology. In order to continue in



1 his commitment to Hubbard and Mr. Garrison in the biography  
2 project, he copied a large quantity of documents, which Mr.  
3 Garrison had requested or which would be useful to him for the  
4 biography. Defendant Armstrong delivered all of this material  
5 to Mr. Garrison the date he left the SEA Organization and kept  
6 nothing in his possession.

7       Thereafter, Defendant Armstrong maintained friendly  
8 relations with Hubbard's representatives by returning to the  
9 Archives office and discussing the various categories of  
10 materials. In fact on February 24, 1982, Defendant Armstrong  
11 wrote to Vaughn Young, regarding certain materials Mr. Young  
12 was unable to locate for Omar Garrison.

13       After this letter was written, Defendant Armstrong went to  
14 the Archives office and located certain materials Mr. Garrison  
15 had wanted which Hubbard representatives claimed they could not  
16 locate.

17       At the time Defendant Armstrong left the SEA Organization,  
18 he was disappointed with Scientology and Hubbard, and also felt  
19 deceived by them. However, Defendant Armstrong felt he had no  
20 enemies and felt no ill will toward anyone in the Organization  
21 or Hubbard, but still believed that a truthful biography should  
22 be written.

23       After leaving the SEA Organization, Defendant ARMstrong  
24 continued to assist Mr. Garrison with the Hubbard biography  
25 project. In the spring of 1982, Defendant Armstrong at Mr.  
26 Garrison's request, transcribed some of his interview tapes,  
27 copied some of the documentation he had, and assembled several  
28 more binders of copied materials. Defendant Armstrong also set



1 up shelves for Mr. Garrison for all the biography research  
2 materials, worked on a cross-reference systems, and continued  
3 to do library research for the biography.

4 On February 18, 1982, the Church of Scientology  
5 International issued a "Suppressive Person Declare Gerry  
6 Armstrong," which is an official Scientology document issued  
7 against individuals who are considered as enemies of the  
8 Organization. Said Suppressive Person Declare charged that  
9 Defendant Armstrong had taken an unauthorized leave and that he  
10 was spreading destructive rumors about Senior Scientologists.

11 Defendant Armstrong was unaware of said Suppressive Person  
12 Declare until April of 1982. At that time a revised Declare  
13 was issued on April 22, 1982. Said Declare charged Defendant  
14 Armstrong with 18 different "Crimes and High Crimes and  
15 Suppressive Acts Against the Church." The charges included  
16 theft, juggling accounts, obtaining loans on money under false  
17 pretenses, promulgating false information about the Church ,  
18 its founder, and members, and other untruthful allegations  
19 designed to make Defendant Armstrong an appropriate subject of  
20 the Scientology "Fair Game Doctrine." Said Doctrine allows an  
21 suppressive person to be "tricked, cheated, lied to, sued, or  
22 destroyed."

23 The second declare was issued shortly after Defendant  
24 Armstrong attempted to sell photographs of his wedding on board  
25 Hubbard's ship (in which Hubbard appears), and photographs  
26 belonging to some of his friends, which also included photos of  
27 L.R. Hubbard while in seclusion. Although Defendant Armstrong  
28 delivered the photographs to a Virgil Wilhite for sale, he



1 never received payment or return of his friend's photographs.  
2 When he became aware that the Church had these photographs, he  
3 went to the Organization to request their return. A loud and  
4 boisterous argument ensued, and he eventually was told to leave  
5 the premises and get an attorney.

6 From his extensive knowledge of the covert and  
7 intelligence operations carried out by the Church of  
8 Scientology of California against its enemies (suppressive  
9 persons), Defendant Armstrong became terrified and feared that  
10 his life and the life of his wife were in danger, and he also  
11 feared he would be the target of costly and harassing lawsuits.  
12 In addition, Mr. Garrison became afraid for the security of the  
13 documents and believed that the intelligence network of the  
14 Church of Scientology would break and enter his home to  
15 retrieve them. Thus, Defendant Armstrong made copies of  
16 certain documents for Mr. Garrison and maintained them in a  
17 separate location.

18 It was thereafter, in the summer of 1982, that Defendant  
19 Armstrong asked Mr. Garrison for copies of documents to use in  
20 his defense and sent the documents to his attorneys, Michael  
21 Flynn and Contos & Bunch.

22 After the within suit was filed on August 2, 1982,  
23 Defendant Armstrong was the subject of harassment, including  
24 being followed and surveilled by individuals who admitted  
25 employment by Plaintiff; being assaulted by one of these  
26 individuals; being struck bodily by a car driven by one of  
27 these individuals; having two attempts made by said individuals  
28 apparently to involve Defendant Armstrong in a freeway



1 automobile accident; having said individuals come onto  
2 Defendant Armstrong's property, spy in his windows, create  
3 disturbances, and upset his neighbors. During trial when it  
4 appeared that Howard Schomer (a former Scientologist) might be  
5 called as a defense witness, the Church engaged in a somewhat  
6 sophisticated effort to suppress his testimony. It is not  
7 clear how the Church became aware of defense intentions to call  
8 Mr. Schomer as a witness, but it is abundantly clear they  
9 sought to entice him back into the fold and prevent his  
10 testimony.  
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